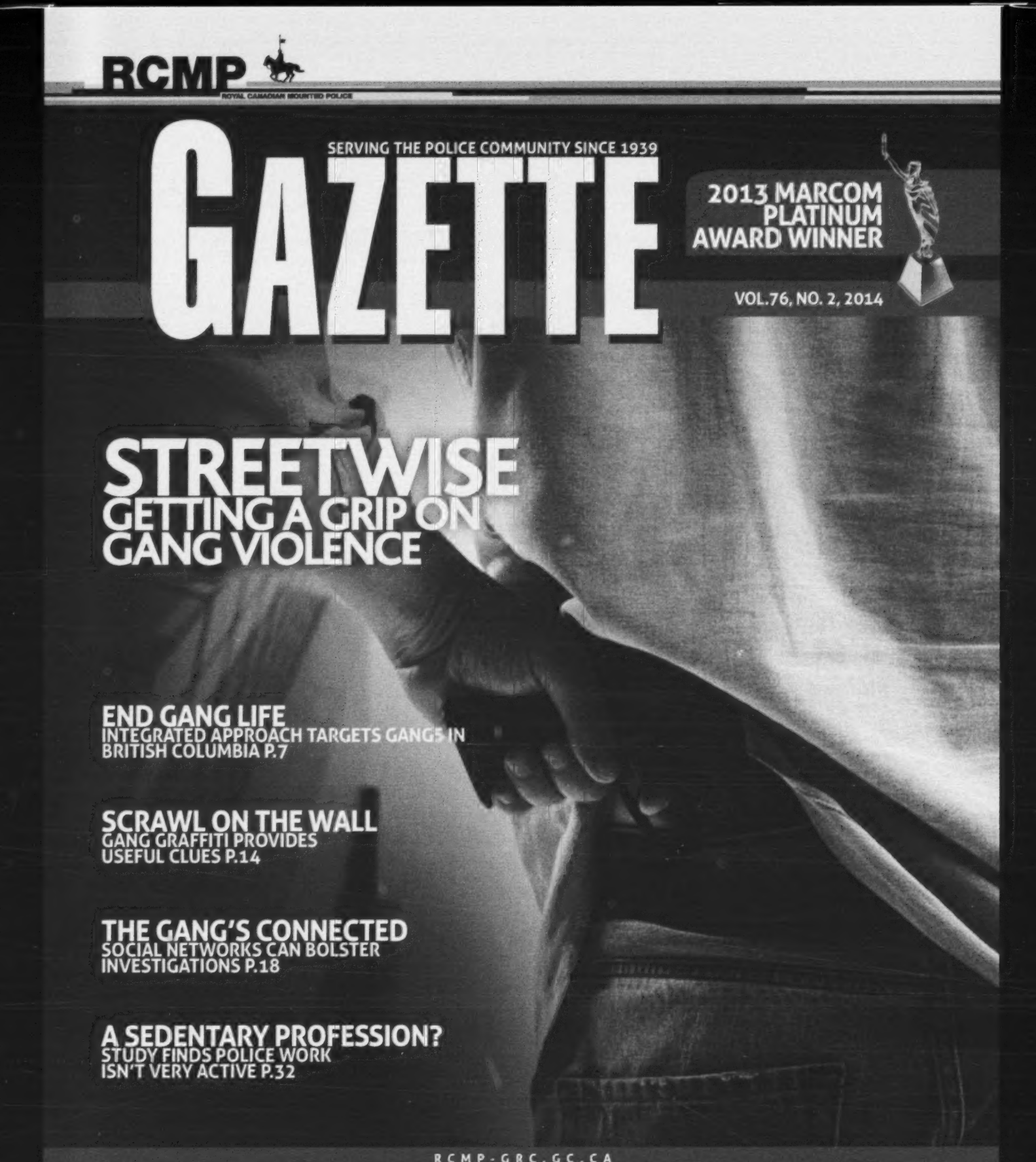
RCMP
ROYAL CANADIAN MOUNTED POLICE

GAZETTE

SERVING THE POLICE COMMUNITY SINCE 1939

2013 MARCOM PLATINUM AWARD WINNER

VOL.76, NO. 2, 2014



STREETWISE
GETTING A GRIP ON GANG VIOLENCE

END GANG LIFE
INTEGRATED APPROACH TARGETS GANGS IN BRITISH COLUMBIA P.7

SCRAWL ON THE WALL
GANG GRAFFITI PROVIDES USEFUL CLUES P.14

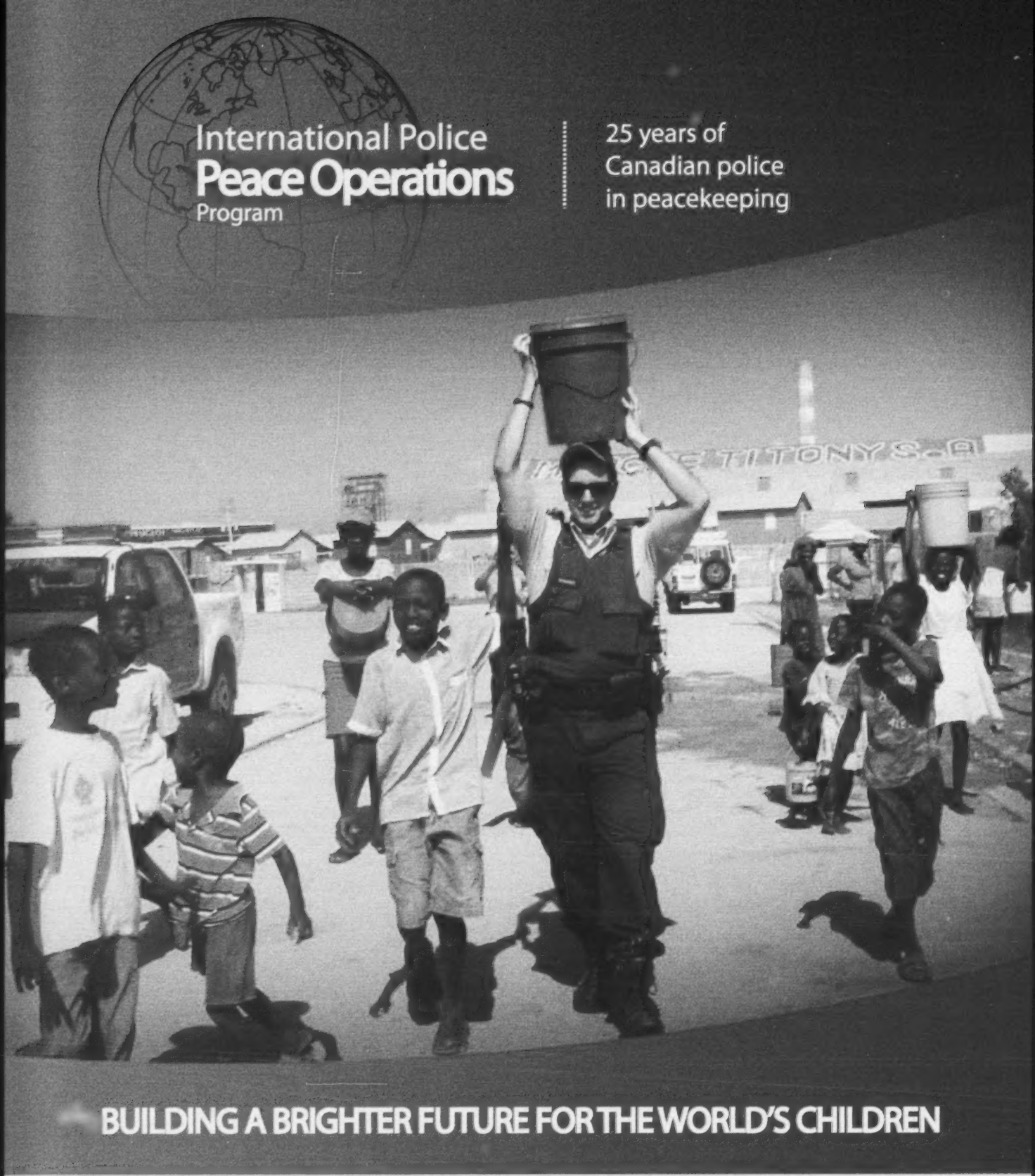
THE GANG'S CONNECTED
SOCIAL NETWORKS CAN BOLSTER INVESTIGATIONS P.18

A SEDENTARY PROFESSION?
STUDY FINDS POLICE WORK ISN'T VERY ACTIVE P.32

RCMP-GRC.GC.CA

Royal Canadian Mounted Police / Gendarmerie royale du Canada

Canada


International Police
Peace Operations
Program
25 years of
Canadian police
in peacekeeping
BUILDING A BRIGHTER FUTURE FOR THE WORLD'S CHILDREN
www.rcmp-grc.gc.ca/po-mp/25-anniv
Royal Canadian Mounted Police
Gendarmerie royale du Canada
Canada

GAZETTE
Serving the police community since 1939
Vol. 76, No. 2, 2014
A Royal Canadian Mounted Police Publication

COVER SECTION

7 Targeting gang violence in British Columbia
10 Joint strategy keeps gangs out of Newfoundland and Labrador
11 Gangs chase big money in small towns
12 Panel Discussion: What's the role of police in preventing gang membership?
14 What graffiti reveals about gang activity
16 Who do criminals trust? The ones who share violent acts
18 Cincinnati police gather gang intelligence from social media
20 A proactive approach to addressing aboriginal gangs
22 Q&A: David Pyrooz shares how gangs use the Internet
24 Today's gangs are fluid, mobile and connected
26 Ask an Expert: characteristics of an armed person
27 The complex challenge of Haiti's urban gangs

DEPARTMENTS

4 Editorial message
5 News Notes
28 Just the Facts: Distracted driving
29 Q&A: A/Commr. Randy Beck brings expertise to Philippines
30 Featured Submission: RCMP supports INTERPOL following Hurricane Haiyan
32 Featured Submission: Study finds police work largely sedentary
34 On the Leading Edge
36 Bolivian radio drama spotlights human trafficking

WHAT FEEDS A GANG?

The answer depends on who you ask. One person might tell you poverty, boredom or a lack of positive role models. Another might say the pull of money and notoriety. Some would even say too little enforcement.

All these answers, and many others, have merit. And in putting together this issue on gangs, it became apparent that no one person, agency or organization has the solution, nor should they be expected to. The good news is that collaboration is making a difference.

In our cover story, Deidre Seiden speaks to members of the Combined Forces Special Enforcement Unit in British Columbia about their new mandate and message: gang violence won't be tolerated. The unit's integrated approach combines enforcement, disruption and suppression activities with public engagement and education, all with the help of police, academics and community partners. Called the End Gang Life campaign, it's already having an impact in the form of fewer gang-related homicides province-wide.

Sigrid Forberg writes about the migration of big-city urban gangs to small and mid-size cities in Alberta and the Northwest Territories and how — with limited resources — police are finding new, creative ways of combating their illegal activities.

Violence and gang activity are also challenging First Nations communities across Canada. Forberg speaks to the Crime Reduction Enforcement Support Team in Manitoba, which helps northern RCMP detachments in that province tackle prolific violence more proactively, and the Aboriginal Police Section in Alberta, whose current focus is providing exit strategies for gang members. The common thread in both approaches is to dive into the root causes of the problem to find a more tailored solution.

While traditional methods of enforcement are essential, police are now paying close attention to gang members' online activity.

The Cincinnati Police Department learned just how much information gang members share on social media during an investigation into the city's largest street gang. Capturing images, videos and timely posts about gang members can make the difference in the outcome of police investigations.

While smartphones may be the latest communication tool for gang members, words from a can of spray paint shouldn't be overlooked. Det. Sgt. Lee Jones of the Saskatoon Police Service explains the difference between gang and hip-hop graffiti, deciphers what's being said, and reminds investigators that gang graffiti is full of useful intelligence.

Many of the characteristics of a street gang haven't changed over time: members tend to be young adult men with an identifiable leader who engage in criminal activity. But according to Dr. Cathy Prowse, an anthropologist and former police officer with the Calgary Police Service, modern gangs are proving to be far more fluid and mobile than their turf-driven counterparts. Read about this new breed of gang, and the implications for police.

Finally, in Port-au-Prince, Haiti, urban street gangs pose a long-standing challenge for police. Deidre Seiden speaks to police officers with the United Nations Police in Haiti who explain the complexity of the gang problem there, and how the best response goes beyond just making arrests.

There's more to read outside the cover including a fascinating research study that measured the actual activity level of on-duty officers. Spoiler alert: you may want to take advantage of the summer to step up your off-duty workouts. ■

— Katherine Aldred
gazette@rcmp-grc.gc.ca

GAZETTE

PUBLISHER: Nancy Sample

EDITOR: Katherine Aldred

WRITERS: Sigrid Forberg, Mallory Procunier and Deidre Seiden

WEB PUBLISHER: Richard Vieira

GRAPHIC DESIGN: Lisa McDonald-Bourg

ADMINISTRATIVE SUPPORT AND CIRCULATION: Sandra Levett

TRANSLATION: RCMP Translation Services

PRINTING: St. Joseph Communications

The *Gazette* (ISSN 1196-6513) is published in English and French by the National Communication Services of the Royal Canadian Mounted Police in Ottawa. The views expressed in any material published in the magazine or in its online version are those of the authors and do not necessarily reflect the official opinion of the Royal Canadian Mounted Police.

Cover design and contents are copyrighted and no part of this publication may be reproduced without written consent.
Canada Post Publications Mail Agreement 40064068. The *Gazette* is published four (4) times a year and is issued free of charge on a limited basis to accredited police forces and agencies within the criminal justice system. Personal subscriptions are not available.

The *Gazette* welcomes contributions, letters, articles and comments in either official language. We reserve the right to edit for length, content and clarity.
© 2014 RCMP.

HOW TO REACH US:

RCMP *Gazette*
73 Leikin Drive,
M-8 Building, 1st Floor, Room 801
Ottawa, ON K1A 0R2
CANADA

Phone: 613-843-4570
E-mail: gazette@rcmp-grc.gc.ca
Internet: www.rcmp-grc.gc.ca/gazette

STAY CONNECTED WITH THE RCMP

Visit our website:
www.rcmp-grc.gc.ca

Follow us on Facebook:
www.facebook.com/rcmpgrc

Follow us on Twitter:
@rcmpgrcpolice #rcmpgazette

Watch us on YouTube:
www.youtube.com/rcmpgrcpolice

Subscribe to RSS updates:
www.rcmp-grc.gc.ca/rss/index-eng.htm

ON THE COVER:

Combining enforcement, disruption and suppression activities with public engagement and education can reduce gang-related violence.

THANK YOU

Following the tragic loss of three of our RCMP members — Constables Fabrice Gevaudan, Douglas Larche and Dave Ross — in Moncton, New Brunswick, Canadians and the national and international police community shared thousands of heartfelt messages of condolence with our members in New Brunswick and across Canada. Many also took the time to sign condolence books, offer flowers and came from great distances to attend the funeral. This outpouring of sympathy and support was received with tremendous gratitude. Thank you. ■

Cpl. Ron Kinnie, Formation Imaging Services

Police and military officers from across Canada and beyond attended the funeral of three fallen RCMP members in Moncton, N.B. last June.

SURVIVAL COURSE GIVES MEMBERS SKILLS, CONFIDENCE

In early February, the Manitoba RCMP brought 14 of its members from across the province to the area around Grand Rapids, Man., for a training exercise.

The small community, located on the northwestern shore of Lake Winnipeg, served as the setting for a gruelling weekend. Members were required to work in teams of two and make decisions, communicate and deal with one another — while living outdoors for three days at times in waist-deep snow, and as temperatures dropped as low as -40 C.

It was the first time the Manitoba RCMP ran this type of winter survival course. The initiative was a joint training exercise with the Department of National Defence (DND)'s 4th Canadian Ranger Patrol Group, who served as the instructors.

"We knew that we needed this type of training to help prepare members for a worst-case scenario if anything were ever to happen," says Cst. David Deklerck, from the Winnipeg Training Services.

Cst. Danny Daudet, who serves on the province's east Containment Team — the group responsible for containing critical incidents until the Emergency Response Team (ERT) arrives and takes control — says he was surprised how mentally taxing the experience was. But the thing he says he learned the most from the weekend was the extent of his own abilities.

"Mostly it was about building the confidence and reaffirming to myself that I can handle it," says Daudet. "I know now that I can manage in that kind of situation if anything was to go wrong."

The purpose of the course was to prepare members of units like the Containment Team, ERT, the Underwater Recovery Team and police dog handlers should they become disoriented and lost during a call-out. It was set in the winter because the weather in Manitoba can be so extreme, but Daudet says he's confident that having survived the frigid temperatures, that he could manage in any season.

Daudet's comments reaffirm the value of the course for Deklerck. After they wrapped up the training, he had each member fill out course evaluations.

"The feedback I got from all the participants was overwhelmingly positive," says Deklerck.

"From Depot, we're trained to handle ourselves in difficult situations. This goes straight to that. This kind of training should be available to all of our members." ■

— Sigrid Forberg

In early February, the RCMP in Manitoba instructed 14 members in winter survival techniques, including how to build shelters and a fire, and rationing food.

Warrant Officer Iain McNichol

CENTRALIZED UNIT SOLVES INTAKE PROBLEMS

A new intake unit will act as the RCMP's entry point for all information and requests for information related to federal policing and INTERPOL.

Created in April 2013, the Federal Policing Intake Unit (FPIU) deals with everything from tips about national security to requests to query all 13 main RCMP databases for information on a suspect.

Insp. John Baranyi, the head of the team in charge of FPIU, describes the intake process as a type of triage. His team has to decide if the requests are a police matter and if so, if it's an RCMP matter, and finally if it belongs with federal policing.

At each stage, the unit makes sure that files are created to track what comes in, actioned if applicable and tasked to the right people.

As a member of the new unit, Cpl. Brenda Pruse is responsible for processing all operational information and intelligence received into the Federal Policing Program at National Headquarters.

"It's important work," says Pruse. "You never know if it could be the file that ends all files — the file that shows there's a plotted threat against Canada."

Stationed at her desk, Pruse expertly navigates between requests coming in through e-mail, the police reporting system and the classified police reporting system, and handling regular mail addressed to RCMP headquarters.

"The big thing about our intake unit is to open the letters, the e-mails or tasks in the police reporting system and deal with each request, keep it going, and while we aren't responsible for the investigation, we make sure the investigation moves forward," says Pruse.

Prior to the creation of the unit, there wasn't a centralized intake point for handling requests coming into the RCMP. Now, domestic and foreign partners, like law enforcement agencies and government and non-government agencies, can send their requests directly to the unit as a one-stop shop for operational matters related to federal policing.

"Previously, our partners would often send requests to individual employees because they had a relationship with this person," says Baranyi. "If that person transferred, that connection was lost. But now, with one dedicated intake unit, it doesn't matter who steps in, we're going to be able to deal with the request and ensure that the quality is consistent." ▪

— Deidre Seiden

INTELLIGENCE CENTRE CONNECTS B.C. POLICE

A new regional intelligence centre opened in Metro Vancouver, British Columbia (B.C.) in May, giving police forces in the province's Lower Mainland District (LMD) the ability to respond faster to serious crimes.

When a robbery, stabbing or other serious crime takes place in the LMD, the Real Time Intelligence Centre (RTIC) is activated, and the 43 police officers and civilians from various police agencies in the area who staff the centre work to provide intelligence that will help police locate suspects.

"We want to provide our front-line officers and investigators with operational support and build intelligence products around that so when they show up at a serious crime call, we would have already mined multiple databases and would have hopefully surfaced some information that could help further investigations," says S/Sgt. Earl Andersen of the RTIC.

Andersen says that there's so much intelligence in the LMD, but it's sitting in approximately 19 different databases that are scattered across various police agencies. With seconded members working together in one unit, they can have access to all 19 at once.

"For the front-line member, what this means is that if there was a serious stabbing and there were a number of individuals and vehicles involved, everybody in the RTIC could run the partial licence plate numbers or somebody's name and instantly you would get a listing of some possible people and various addresses that the detectives on the front line, within minutes, could follow up with to locate this individual," says A/Commr. Norm Lipinski, the criminal operations officer for the RCMP in B.C.

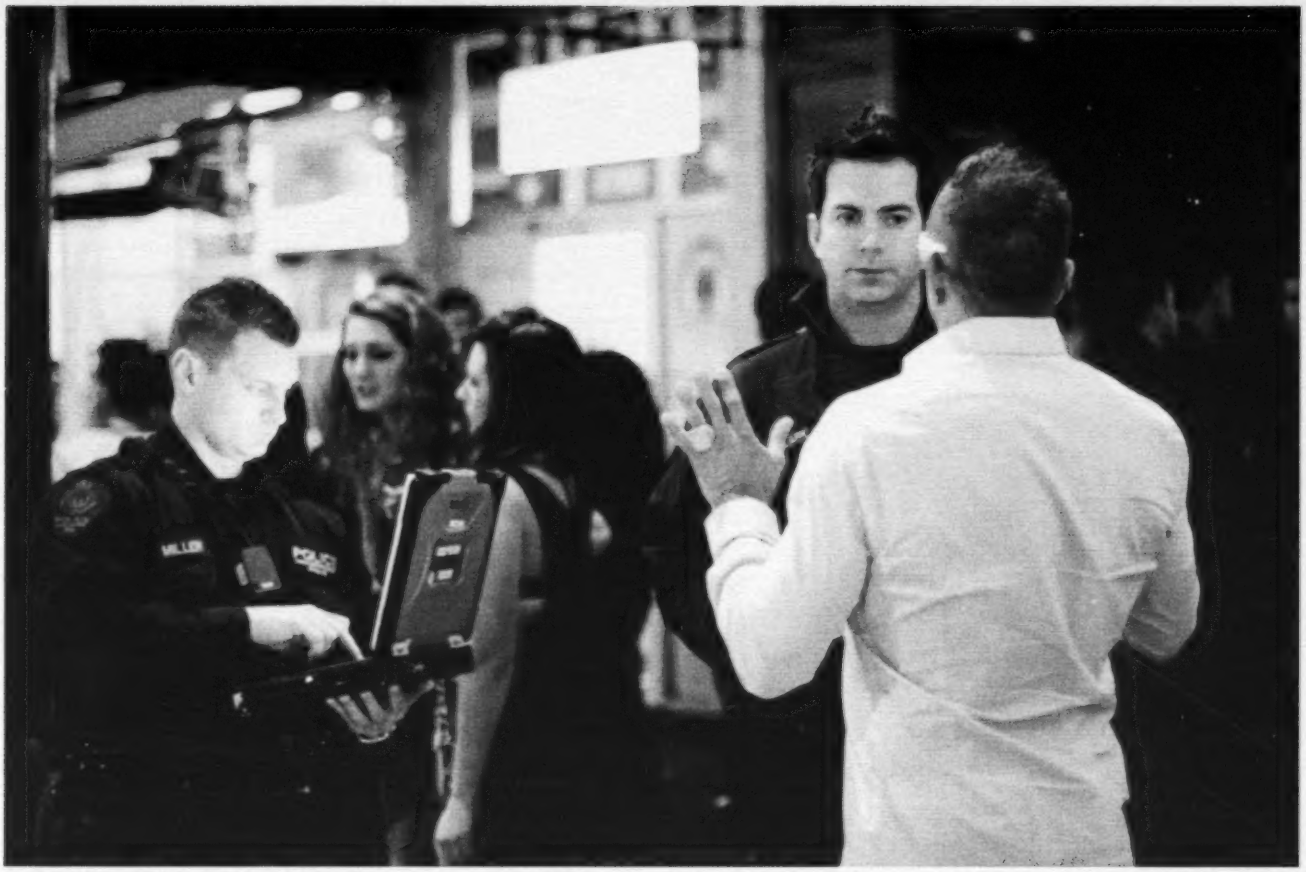
The RTIC also plans to have radio capabilities to communicate intelligence directly to front-line officers, which Andersen says will be helpful during active calls.

"If we realize that the vehicle is going over the Port Mann Bridge, we'd come on the air and say that vehicle just went over the Port Mann Bridge, so you need to put resources in place to interdict that vehicle," Andersen says. ▪

— Mallory Procunier

The new regional intelligence centre in Metro Vancouver, British Columbia gives police forces the ability to respond faster to serious crimes.

Vancouver Police Department



CFSEU-BC

The CFSEU-BC combines education and enforcement to target gang members who use violence to do business.

IT TAKES A VILLAGE

INTEGRATED APPROACH TARGETS GANG VIOLENCE IN B.C.

By Deidre Seiden

The new message coming from the Combined Forces Special Enforcement Unit in British Columbia (CFSEU-BC) is clear: if you're going to participate in violent gang behaviour and carry a gun, you're not welcome in B.C.

The CFSEU-BC has been around since 2004, but when RCMP C/Supt. Dan Malo took over at the helm of the unit as chief officer in 2012, he made some major changes. Instead of focusing on the commodity side of gangs like drug trafficking and money laundering, as it used to, the unit is now strictly focused on the behaviour associated with gang violence.

"That's our mandate. It's very specific," says Malo. "That's what we are measured on — kidnappings, drive-by shootings, extortion and that sort of violent activity that is behaviour-based gang lifestyle and it's our job to curb that, which is very unique in the country."

This is the unit's solution to a growing public safety threat in the province. In a span of 10 to 12 years, peaking in 2006 to 2008, about 115 youth were killed in gang-related violence and shootouts.

END GANG LIFE

It was clear that B.C. needed an innovative and fresh approach to address the problem.

So when Sgt. Lindsey Houghton joined the CFSEU-BC around the same time as Malo, he was asked to look at the public engagement and outreach strategies, and see where they could go.

What he came up with was End Gang Life, an enforcement and education campaign that CFSEU-BC launched in December 2013.

"There were gaps in our education and prevention engagement strategies," says Houghton. "We looked at what we could be doing, and the way I envisioned it was — and this is how the End Gang Life concept was born — like a jigsaw puzzle."

The pieces include everything from engaging the community and media, to going

into high schools, addressing the myths and realities of life in a gang, and developing a campaign that includes posters, television public service announcements and radio ads. This is in addition to the CFSEU-BC Uniform Gang Enforcement Team being out in communities conducting disruption, suppression and enforcement of violent gang members.

The campaign will consist of several phases with each phase lasting four to six months. The first phase of the program targets those people who are directly involved in gangs and organized crime who have children and family, those on the periphery of gangs, and their family members. This early phase of the campaign will also engage members of the public.

IN IT TOGETHER

Instead of several organizations working on this issue independently, CFSEU-BC, which itself is comprised of officers from 14 different police agencies in B.C., has been working with academic organizations and community groups, using a "two heads are better than one" approach to target gang violence in the region.

"We want to engage people and make people upset," says Houghton. "We want people to talk about this and mobilize in their communities, and say 'Enough is enough, I don't want this happening in my community!' "

And over the years, several communities have said just that. And it's really those groups and not the police that have risen to the charge, says Malo.

As an educator and community activist, Balwant Sanghera was concerned about what was happening to the Indo-Canadian youth in the region. He noticed an increase in violence in this community and felt compelled to take a stand against it.

In 2002, along with a former police officer and a number of Sikh Temple leaders and many other community organizations, he formed the Sikh Societies of Lower Mainland to address the issue, which has since evolved into the South Asian Community Coalition Against Youth Violence (SACCAYV) as more organizations came together.

"By working together, we've made a big difference," says Sanghera. "It's an honour for me and SACCAYV to be a part of this effort where the community, police and academic research are working collaboratively to keep our young people on the right track."

Dr. Gira Bhatt, a faculty member with the psychology department at Kwantlen University in Surrey, B.C., is a partner with SACCAYV and CFSEU-BC. As the director of Acting Together: Community-University Research/Alliance (AT-CURA) project, she's leading her team of seven academic researchers and 11 community agencies through a homegrown approach aimed at preventing youth gang involvement.

"As an academic institution, we've always believed in connecting with our community," says Bhatt. "So we hosted a focus group and we were surprised with the response and based on that we determined that the academics and the community partners must work together."

AT-CURA received a $1 million CURA award to do research in high schools and universities and focus on people's strengths under the theoretical framework of positive psychology, rather than risk factors, which have been researched time and time again.

"The large majority of our youth don't get into a criminal lifestyle," says Bhatt. "Our community is very proactive. It's a very thriving community in Surrey. So why not examine this stream of youth to understand what's keeping them away from a life of crimes and violence?"

Houghton worked with AT-CURA to determine who best to target and how, for the End Gang Life campaign.

GETTING TOUGH ON GANGS

Malo expects that this new approach with End Gang Life will seriously decrease violent criminal activity in B.C. The unit is already seeing a decrease in the number of homicides in 2014 compared to other years.

"We're knocking on their doors. We're

SOMETIMES IT TAKES A LITTLE MAGIC

In Enoch, Alta., a small community near Edmonton, mothers and elders from the community are working side-by-side with the RCMP to keep youth out of gangs.

Like in many First Nations communities, gangs prey on children to recruit new members, says Cst. Kim Mueller of the Stony Plain/Spruce Grove Detachment. Kids are attracted to the lifestyle for the sense of belonging and perception of power that goes with it.

The program called Mothers Against Gangs in Communities, or MAGIC, was designed to keep local youth out of the vice grip of gangs.

"With the kids, to help them get that healthy start by mentoring, to me it's the fastest way to make our communities healthy again," says Mueller, the RCMP member supporting the program.

Mueller says at first, it was a challenge to get the community engaged as they were nervous to identify at-risk youth and take a stand against gangs for fear of retaliation. But now the community supports the program, which has nine boys between the ages of 14 and 17 enrolled.

"We knew going in that this had to be the community's project and they had to support it," says Mueller. "We are here as a partner and not leading the show."

The program uses educational, fun and cultural activities to positively influence at-risk youth and teach them that there are other options in life than joining a gang.

One year into the two-year pilot project, they are seeing the successes that positive mentoring has had on the boys.

"At first they were so proud of all of the negative things they've done in their life," says Mueller. "They didn't have dreams. They didn't see a positive future for themselves. We're slowly starting to see them plan for the future and set goals for themselves, which is so awesome."

— Deidre Seiden

telling them that we know they're violent gang offenders and we know what they're doing in our communities. We're going to remove all the profits that they're making. We're going to take away and choke out the abilities for them to behave in that way. We're going to mobilize the public and their families against them. Our promise to them is that they'll continue to have that enhanced police attention until their behaviour changes," says Malo.

He predicts that one of four things will happen to those involved in gangs as a result of the End Gang Life campaign and the unit's efforts. The violent offenders will end up in jail, they'll turn up dead, they'll move out of B.C., or gang members will choose to leave gang life, which is the best outcome possible.

"If any of those four happen, it stands to reason that we'll see a decrease in gang-related crime. This will ultimately result in a positive return on investment for CFSEU-BC and make communities across the province safer," says Malo.

The End Gang Life campaign of combining education with enforcement is already making an impact. In a recent raid on a gang leader's home, the enforcement team was surprised to find an End Gang Life poster on his wall depicting a young girl sitting on a swing over a body draped in a yellow tarp with the caption "Are you going to be there when she needs a push?"

The gang member broke down in tears and said he didn't want that to be his daughter growing up without a father and asked for their help to get out.

Houghton designed the edgy ads to have the highest impact possible on the targeted demographic.

Based on research from AT-CURA, they determined who to target in the first phase and how best to impact them.

Jordan Buna, a former gang member from the lower mainland who now works with AT-CURA, reviewed the poster. He says that most ads targeted at gangs say you're going to go to jail or you're going to get shot, which have little effect because gangsters already know this. It's a part of doing business. But this campaign hits them where it counts.

"I know for a fact for a lot of these guys, they have zero humanity left, but the one place in common where they do have a little bit of humanity left is if they have kids," says Buna.

CFSEU-BC

In B.C., the community, schools and police organizations work together to develop strategies to address gang violence in the province.

The next phases of the campaign will be just as targeted and focus on youth or different cultures like the South Asian community. The flexibility of the campaign will allow them to design a phase around a particular incident in a community if necessary.

A NEW BREED OF GANGSTER

Whether it's the CFSEU-BC, AT-CURA or the community, the solution will focus on the B.C. landscape, using research from the province to find homegrown solutions to the violence.

In B.C., gangs are a different breed from the ones portrayed on television. They aren't "blood in blood out" where members live and die in their territory. Instead, they are multiracial, intelligent and transient, which is why they require a local solution.

"Gang members here aren't driven by socioeconomic status, they're not driven by ethnicity, they're driven by one reason and one reason only, and that's to make as much money as fast as they can," says Houghton.

"When I was growing up, I stayed out of trouble," says Buna. "I come from a two-parent family, middle-class background. There's no broken home situation with me."

He says the reason he got involved in the gang lifestyle in his late teens and early 20s was entirely motivated by monetary gain.

B.C. gangsters get killed in places like Mexico. A number of them travel the world as part of their criminal enterprise. They get arrested in places like Spain and the Philippines.

They're multi-ethnic and they operate like a business, working all over the province, across Canada and around the world to expand.

"I've talked to some academics during the development of this program," says Houghton. "One comment that stands out to me was the notion that B.C. communities don't necessarily have a gang problem. However, the province itself has a gang problem and the communities are in it."

NEXT STEPS

CFSEU-BC hopes to get even more communities to reject gang violence. With constant exposure in the media of shootings and killing, Malo believes that communities have become numb to the issue. He thinks that with more targeted exposure and End Gang Life, it's going to mobilize them.

"If the police engage more effectively with the community and we all start looking at community-based systems, then we believe that it will gain momentum," says Malo.

Moving forward, these groups will continue to pool their resources, expertise and experiences from all corners to make the communities safe for everyone.

"No one group can work in isolation no matter how powerful they may be," says Bhatt. "The police needs the community, the community needs the school, and the schools need the policy makers. They all need to work together." ▪

BIKERS BEWARE

STRATEGY TARGETS MOTORCYCLE GANGS IN ATLANTIC CANADA

By Mallory Procunier

Whenever outlaw motorcycle gangs (OMGs) in Newfoundland and Labrador get together, they can now expect unwanted guests — the RCMP and the Royal Newfoundland Constabulary (RNC).

As part of its joint approach to targeting gangs in the province, the RCMP and the RNC have developed a strategy to bolster their presence in popular OMG hangout locations and educate the community and front-line members about who these targets are.

They began by presenting to town councils about OMGs and what they tend to do when they move into a community.

"They've received much more information about what the reality is, and they're now on board and want to assist us so we don't let them get a stronger foothold than what they already have," says Sgt. Pat Roche of the RNC.

Based on what he's learned from the two agencies so far, the mayor of Gander, Nfld., Claude Elliott, has already modified bylaws to make it more difficult for OMGs to set up clubhouses. Before, OMG members could purchase any bar or club in town if it met all the bylaws. Now, council has the authority to deny them a permit.

"We don't have to give an explanation," Elliott explains. "We just say, 'No, we're not giving you a permit to operate there,' because we have that authority and it is the discretion of council."

INTIMIDATION FACTOR

The RCMP's Criminal Intelligence Section (CIS) in Newfoundland is also expanding its awareness strategy for front-line members. CIS created tools like a reference guide that profiles all known gang members in the province, intelligence support teams that serve as extra eyes and ears in rural communities, and a 1-800 OMG tip line that front-line members can use to share information. The RNC is also using several of these approaches.

"If you see something, you call that 1-800 number and leave some information," says S/Sgt. Jim Power of CIS. "Somebody checks the message, they send the information back to the contributor to be confirmed it's right, and that goes directly into the intelligence bank."

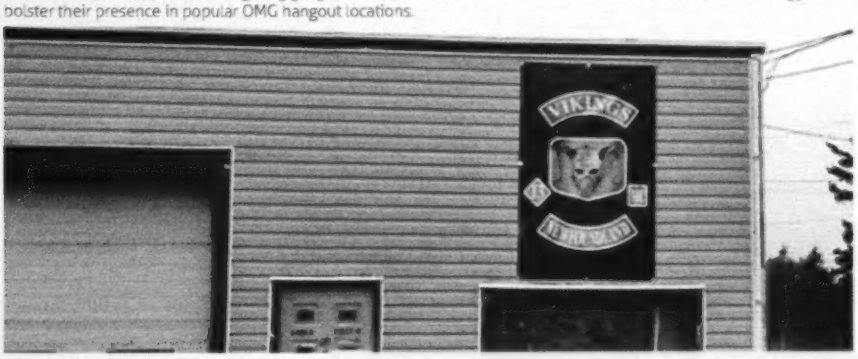
Sgt. Sue Efford of CIS says these initiatives are based on a need to increase intelligence on OMGs and also address what front-line members have been asking for — better two-way sharing of intelligence.

"We have received information submitted by front-line officers on OMG activities that has allowed us to more effectively focus our intelligence efforts," Efford says.

The RCMP and RNC will soon be partnering to form suppression teams, which will be overt, tactical teams that show up at common OMG gatherings to show both gangs and community members that the police are taking a stand against OMGs.

"I can tell you that sometimes they haven't even reached the clubhouse before the RCMP are there," Elliott says. "They know when everything is moving around so they're hitting them at every opportunity they can and it's great." ▪

As part of its joint approach to targeting gangs in the province, the RCMP and the RNC have developed a strategy to bolster their presence in popular OMG hangout locations.



RCMP

BIKER 101

All police officers in the Atlantic region now have access to an informative video about outlaw motorcycle gangs (OMGs). The video is a condensed version of the Biker 101 presentations that are delivered to police officers in Nova Scotia, New Brunswick, Prince Edward Island and Newfoundland and Labrador.

Now, instead of attending an organized presentation, police officers can view the video on their own time.

"When you're sitting there on shift and you have 10 minutes, you can watch the DVD in the middle of the night as opposed to trying to get members to talk to everyone," Crampton says.

In 10 minutes, the video brings the viewer up to speed on what outlaw motorcycle gangs are, what to look for when you pull them over, officer safety tips and more.

"It refers to OMGs in the Atlantic region and across Canada," says Supt. Joanne Crampton, who heads criminal operations for RCMP in Prince Edward Island. "It provides front-line police officers with information about OMGs in general and is a valuable investigative tool."

Videos were distributed last fall to each divisional intelligence officer in the Atlantic region, and they were then delivered to RCMP detachments, front-line RCMP members, federal RCMP members and municipal policing agencies.

— Mallory Procunier

BRIGHT LIGHTS, SMALL CITIES

GANGS SEEK OPPORTUNITIES IN SMALLER CENTRES

By Sigrid Forberg

While most strike out for success in a big city, more and more organized crime groups are making their big breaks in Canada's less populous centres.

Which means places like Yellowknife, Northwest Territories, and mid-size cities in Alberta have to find new, creative ways to combat criminal organizations and the illegal activities they bring to town, while also dealing with the various challenges police face in smaller communities.

S/Sgt. Craig Peterson

Last fall, the Yellowknife RCMP led two successful operations against a local gang that resulted in the seizure of drugs, firearms, cash and 15 arrests.

MIGRATING NORTH

Over the last year, a highly organized gang has set up shop in Yellowknife, N.W.T. Their name, the 856 gang, refers to the telephone prefix of the Lower Mainland, B.C., community in which they attended high school.

"They were able to start a multimillion dollar business pretty quick," says S/Sgt. Craig Peterson, the non-commissioned officer in charge of Federal Policing for the Northwest Territories RCMP. "They would actually fly people in, work a shift, and then fly in a new crew."

Peterson says the lure of Yellowknife is the potential profits for drug dealers in the North. In a community where everything costs almost four times what it does down south, crack cocaine is just another commodity.

The biggest challenge the RCMP faced once they'd heard about the gang activity was how to covertly get more information on the gang members and conduct surveillance on them. In a small city like Yellowknife, where everyone knows all the local police and their vehicles, covert surveillance is nearly impossible.

So with traditional methods of investigating out of reach, smaller cities have to rely on different investigative methods and strong relationships they build with the locals through their proactive involvement with the community. Last fall, they led two successful operations that resulted in the seizure of drugs, firearms, cash and 15 arrests.

"Drugs aren't foreign to any community in Canada now," says Peterson. "Dismantling gangs is no easy task because we have to play by the rules but they don't. They can have 20 skaters and five goalies, but we still have to have five skaters and one goalie."

BECOMING MORE EFFICIENT

Sometimes police have to change those rules so they can fight crime effectively. In Alberta, the RCMP, along with the various other local policing agencies, created ALERT (Alberta Law Enforcement Response Teams).

Funded provincially, ALERT has five regional teams set up in Alberta's smaller and mid-size cities to combat the province's ever-evolving gang and organized crime problem. Breaking down traditional policing barriers of jurisdiction makes investigating these kinds of criminal activities easier and more efficient.

In Fort McMurray, a hub for oil sands workers, Cpl. Andrew Ashton, from the local ALERT, says the high average household income offers a lot of opportunity for organized crime activities.

In fact, many of their cases have had ties to Ontario, Quebec and British Columbia and the gangs that operate there. However, Ashton says they've noticed that while they're linked to other groups and provinces, they behave very differently in Fort McMurray.

"They've come to the understanding that there's a lot of opportunity and they don't necessarily need to not get along or operate under their typical boundaries like they would in other cities like Toronto," says Ashton.

EVOLVING TOGETHER

In Red Deer, which is Alberta's third-largest city after Edmonton and Calgary, and is located directly in the middle of the two urban centres, the Red Deer ALERT faces its own challenges.

"The highway that runs between Calgary and Edmonton is very busy," says Sgt. Gerald Ouellet, the non-commissioned officer in charge of the team. "It provides a lot of opportunities for criminal organizations to move product."

While Ouellet says every community in Alberta is impacted by gang activity, in the smaller to mid-size cities, there seems to be an idea that there's less policing and more opportunities for these groups to get away with their crimes.

Breaking down those traditional policing barriers — especially in the smaller cities where some criminal organizations think they can take advantage of the challenges police face in small towns — is crucial to achieving law enforcement's ultimate goal of disrupting their activities, hopefully for good.

"Organized crime knows no boundaries. And so there's a lot of onus on us to work collaboratively and across borders to ensure the safety of all our communities," says Ouellet. "As they become more proficient and evolve, we have to evolve with them." ▪

WHAT'S THE ROLE OF POLICE IN PREVENTING GANG MEMBERSHIP?

THE PANELLISTS

- **Dr. Mark Totten, Professor of Criminal Justice, Humber College, Toronto, and author of *Gang Life: Ten of the Toughest Tell Their Stories***
- **Cpl. Nicole Noonan, Youth Section, Surrey RCMP, British Columbia**
- **Cst. Alan Devolin, Youth at Risk Development Program, Calgary Police Service**
- **Commanding Officer François Bleau, Organized Crime division, Special Investigation unit, City of Montreal Police Service**

DR. MARK TOTTEN

I've had the opportunity to work with the RCMP, OPP and various municipal police organizations on gang prevention, exit and suppression projects over the past decade. I've also evaluated three five-year gang projects, funded by the National Crime Prevention Centre.

The good news is that we know what works and what doesn't, based on Canadian and international research. Here are some important lessons that we've learned:

The police can't do it alone. Broad, community-wide partnerships with education, health, child welfare, youth justice, recreation, corrections, addictions and other community groups are essential. True partnerships involve the sharing of resources and information.

Most funds directed at the gang 'problem' in Canada are taken up by police and corrections. Other sectors have an important role to play. We have to figure out how to shift more money into early intervention strategies that identify and support the relatively small number of high-risk young people in any given community.

Without intensive support and supervision, these individuals will become the serious and violent offenders of tomorrow. We can dramatically reduce the rate of serious crime and gang activity in a community by doing this. Most gang members come from families with histories of involvement in gangs and serious crime.

Sharing information between the police and social agencies is critical. The Youth Leading in a Good Way Project in Manitoba and the Regina Anti-Gang Services Project have developed creative protocols on this.

Many correctional facilities are gang-infested. Some inmates become gang-involved because they need protection or access to contraband (such as drugs and cigarettes). It's very difficult for gang members to 'drop their colours' when incarcerated.

And once released, some gang-involved inmates return to their home communities and recruit young people into their gang. We need to find alternatives to incarceration.

School-based policing is important but we need to be smarter about how we deploy resources. Shock-and-awe strategies that attempt to scare kids straight (for example, classroom and assembly presentations on the grim realities of gang life) have proven to be of limited value.

Instead, police need to target the small number of high-risk students by acting as mentors and getting to know their families. Young people who are frequently involved in bullying usually come from dysfunctional families. These are the children we need to focus on.

Gang members typically come from families where violence is the norm. Anything we can do to prevent family violence will have a significant impact on the lives of children.

Prevention does not have to involve new money and specialized programs. Taking ten minutes out of our day to listen to a young person can make a huge difference.

CPL. NICOLE NOONAN

Technology is quickly advancing, extending the gap between generations. New immigrants face language and cultural challenges, and many have experienced traumatic events. Canadian-born youth face temptations that their families aren't equipped to deal with. For these reasons and others, some youth turn to gangs.

Even in a large urban setting like Surrey, B.C., it takes a village to raise a child, and those of us who police it are a part of that village. As the times change, so do our traditional roles. Police can choose to take a

proactive role in crime prevention and where better to start than trying to prevent youth from joining gangs.

As police officers, we have the unique ability to quickly identify at-risk youth in the community by virtue of our daily duties. The additional role we can easily take on is to build partnerships within the community to assist at-risk youth, and take action by working together.

Young people join gangs for a variety of reasons, but one common theme is that they're empty vessels with no healthy attachment to a positive adult role model. This makes them vulnerable to making poor choices, and falling into the "welcoming" arms of a gang. Police officers can become these pro-social adults, or can help steer at-risk youth toward an existing one.

In Surrey, the school district, the RCMP and the city struck a partnership to respond to youth gangs and violence. The approach aims to keep youth from joining gangs and steering entrenched youth out of gangs.

It's called WRAP. At-risk youth are "wrapped" in resources and teamed with positive adult role models to steer them in a healthy, pro-social direction. While there are two full-time RCMP members dedicated to this program, there are several others who participate part-time and as volunteers.

Youth are referred to WRAP by multiple sources, including school teachers, police officers, probation officers, youth workers, Ministry of Child and Family Development employees, parents and city employees.

Each at-risk youth who's referred is assessed on their individual risk and protective factors, and assigned a case manager. Individual plans are created to build upon the positive influences and reduce the negative. Interventions are customized to the youth and are culturally specific.

With community partners, the identified youth are provided timely and coordinated access to pro-social recreational opportunities, therapeutic support, employment training and education until they demonstrate increased stability.

This program shows continued success and is measured by a reduction in negative contact with law enforcement.

Anecdotally, there are countless success stories of youth who were going down the wrong path and were referred to this program. Many of them attribute the positive change in their lives to a police officer who cared about them.

While there are constant challenges, with continued commitment to at-risk youth, collaborative partnerships, pro-active intervention and co-ordinated responses, police can play a critical role in preventing young people from joining gangs.

CST. ALAN DEVOLIN

In 2006, Calgary was experiencing a significant increase in gang-related crime and violence. Much of the violence was between two opposing groups mired in the gang lifestyle.

This violence led to a growing number of homicides, including a Jan. 1, 2009 triple murder, in which an innocent bystander was killed in a local restaurant.

Today, many of the people associated with this gang-related violence are either dead or in jail. However, a long-term, sustainable approach was needed to prevent youth from getting involved in gangs in the first place.

Recognizing this need, the Calgary Police Service (CPS) worked with partners to develop a multi-pronged gang strategy, using education, targeted prevention, suppression, disruption and investigative initiatives.

An important part of this approach was the Youth at Risk Development Program (YARD) launched in 2008 by the CPS and the City of Calgary Community and Neighbourhood Services.

YARD is a community-based, early-intervention initiative that supports youth ages 10 to 17, who are either in gangs or at risk of joining gangs.

Originally funded by the National Crime Prevention Centre (NCPC), the Government of Alberta provided funding from their Civil Forfeiture Fund in 2011 to sustain the community programming costs.

The program has grown from two to four YARD teams, each consisting of a police officer and a registered social worker. With the support of an Alberta Health Service psychologist, they work closely with youth, their families, schools and community agencies to develop individualized case plans, addressing the participant's specific needs and risk factors that are contributing to the at-risk behaviour.

The officers and social workers work together to build positive relationships with youth and help them grow to make good decisions in life.

Once engaged, these young people and their families are provided with a range of services specific to each family's recognized needs. By building upon individual and family strengths, the YARD program aims to decrease the risk factors that were initially acknowledged.

The program has reduced the criminal engagement of many participants and is positively affecting at-risk youth in areas such as constructive use of time, supportive peer groups, improving self-regulation and reducing risk while increasing protective factors.

Of the hundreds of participants and family members involved in the program, the success stories are many.

One youth with an interest in basketball, who could have otherwise fallen through the cracks, was given ongoing mentorship and support. The teen was given the opportunity to travel to the U.S. to participate in a scouting tournament with his youth worker, who also has a background in basketball.

With the support of his youth worker, the teen overcame some challenges to have a successful tournament. Upon his return home, he took on assistant coach duties on a team, and works with basketball camps. He's also been offered a university basketball scholarship.

The YARD program is part of a group of comprehensive strategies, developed with community partners to address the education, prevention, early intervention, treatment and enforcement components associated with increasing safety and reducing crime.

Working closely with all stakeholders in the community, this overall approach helps prevent Calgary's youth from becoming involved in gangs and other criminal activity.

COMMANDING OFFICER FRANÇOIS BLEAU

The City of Montreal Police Service Intensive Follow-Up Program *(PSI / Programme de suivi intensif)* was created in 2009.

Over a five-year period, the program monitors youth aged 15 to 25 years who've been convicted of street gang offences and who are at a high risk of reoffending.

The objective is to reduce violent lucrative crime, increase the engagement of youth in pro-social activities and keep a closer eye on our young people. The end goal is to offer them alternatives to a life of violence and crime.

The PSI strategy is based on an integrated approach focusing on enforcement, prevention and clinical intervention. This vision requires that police officers, youth centre social workers, youth/adult probation officers, Crown prosecu-

tors and outreach workers work in partnership. The federally funded project ($2.5 million over five years) is run by the *Centre jeunesse de Montréal — Institut universitaire*. Stakeholders work together in an effort to reach out to the worst offenders.

An operational committee (the cell) co-ordinates close co-operation among stakeholders to ensure PSI youth are closely monitored and kept in line. Partners are then able to quickly assess/reassess an offender's situation and take appropriate action based on his/her specific needs.

The PSI program is deployed in specific boroughs based on established sociological criteria, including the presence of a sufficient number of local offenders, the availability of outreach agencies and the political will of elected officials. Boroughs were selected in the Montreal area based on these criteria.

The operational committee selects candidates based on their risk of reoffending and the nature of their violent crimes. Selected PSI youth must sign an undertaking before a judge, promising to comply with the PSI program. Failure to comply results in prosecution.

The 18-week program is divided into three equal six-week phases.

Intensive supervision by police officers and youth/adult probation officers. They ensure candidates comply with the conditions of their release. They check to make sure curfews are being respected and conduct random visits to talk to candidates.

Clinical follow-up by social workers. They offer workshops on anger management and pro-social behaviours. The goal is to give them the tools they need to steer clear of criminal activity.

Support. As required, candidates are referred to community resources for support and assistance with reintegration.

Upon completion of the 18-week program, candidates receive recognition.

The goal of the PSI program is to disaffiliate youth from street gangs and reintegrate offenders back into their communities. We're all working toward the same end result through the sharing of knowledge, the synergy of stakeholders and the recognition of respective areas of expertise.

We're preparing a progress report on the PSI program for the fall of 2014. There's been a drop in the number of acts of violence among PSI candidates. For their part, stakeholders now form a more united front in dealing with young offenders. ■

Det. Sgt. Lee Jones

An artistic trend in gang graffiti is starting to evolve as hip-hop taggers are joining the street gangs and bringing their skills with them.

THE WRITING'S ON THE WALL

By Det. Sgt. Lee Jones, Saskatoon Police Service, Saskatchewan

When police officers think of gangs, their first thoughts are of violence, drugs and disenfranchised youth. However, there's another aspect that's sometimes overlooked and often under investigated: the graffiti that accompanies gangs.

The breakdown of graffiti in Canada mirrors the rest of the modern world. Most graffiti is hip-hop tagger style, with a smaller mix of generic, social, political and gang styles.

We can think of gang graffiti as the newspaper of the street. Reading it is intelligence gathering in its purist form and provides a snapshot of the gang culture in that community at the time it was placed.

Gang graffiti has several important purposes.

First, it communicates the presence of a gang. This is especially important when a new gang is formed, as this will often be used to announce its presence. This is when graffiti is at its most frequent and highest density. For the general public, graffiti will be the first indicator of a gang's presence. For police, it will corroborate incoming source information.

Second, graffiti can define territorial movements and areas controlled by gangs. In Canada, the use of gang graffiti for territorial boundaries isn't used to the same extent as it is in American cities, like Los Angeles. American gangs are often more focused on marking territories due to the high number of gangs that can exist in a small urban area.

Finally, graffiti communicates the messages of the gang, usually in the form of roll calls, threats and declarations. The most common are threats, usually to rival gangs and gang members, but on rare occasions, to police.

DECIPHERING THE MESSAGE

Gang graffiti tends to follow cultural lines in its construction and format. Some gangs use symbolic signs along with universal gang terminology. For instance, gangs will use "4/25" to mean "for life" and "187" to mean "death threat" since 187 is the penal code in California for homicide — another indicator of the influence of American gangs in Canada.

Generally gang graffiti includes the use of numbers linked to the alphabet. However, with Hispanic-influenced gangs, the graffiti can be more artistic in keeping with the mural background of Mexican culture. This artistic trend is starting to evolve as hip-hop

taggers are joining the street gangs and bringing their skill set into the gang graffiti format.

The main difference between gang graffiti and other graffiti forms is the use of an identified gang tag.

One common feature among Canadian aboriginal street gangs is to merge the letters, for instance NP as one letter, meaning Native Pride.

While this gang tag is often written in the abbreviated form, it will occasionally be written out in full, to allow the reader to understand the meaning.

When the public sees graffiti they often incorrectly assume that it's all gang related. This is complicated by the fact that a large amount of gang graffiti isn't placed by a gang member but rather by a "wannabe" or someone connected with the gang culture.

There are defined characteristics to support its placement by a real gang member, including using personal identifiers in the graffiti such as their street name or initials.

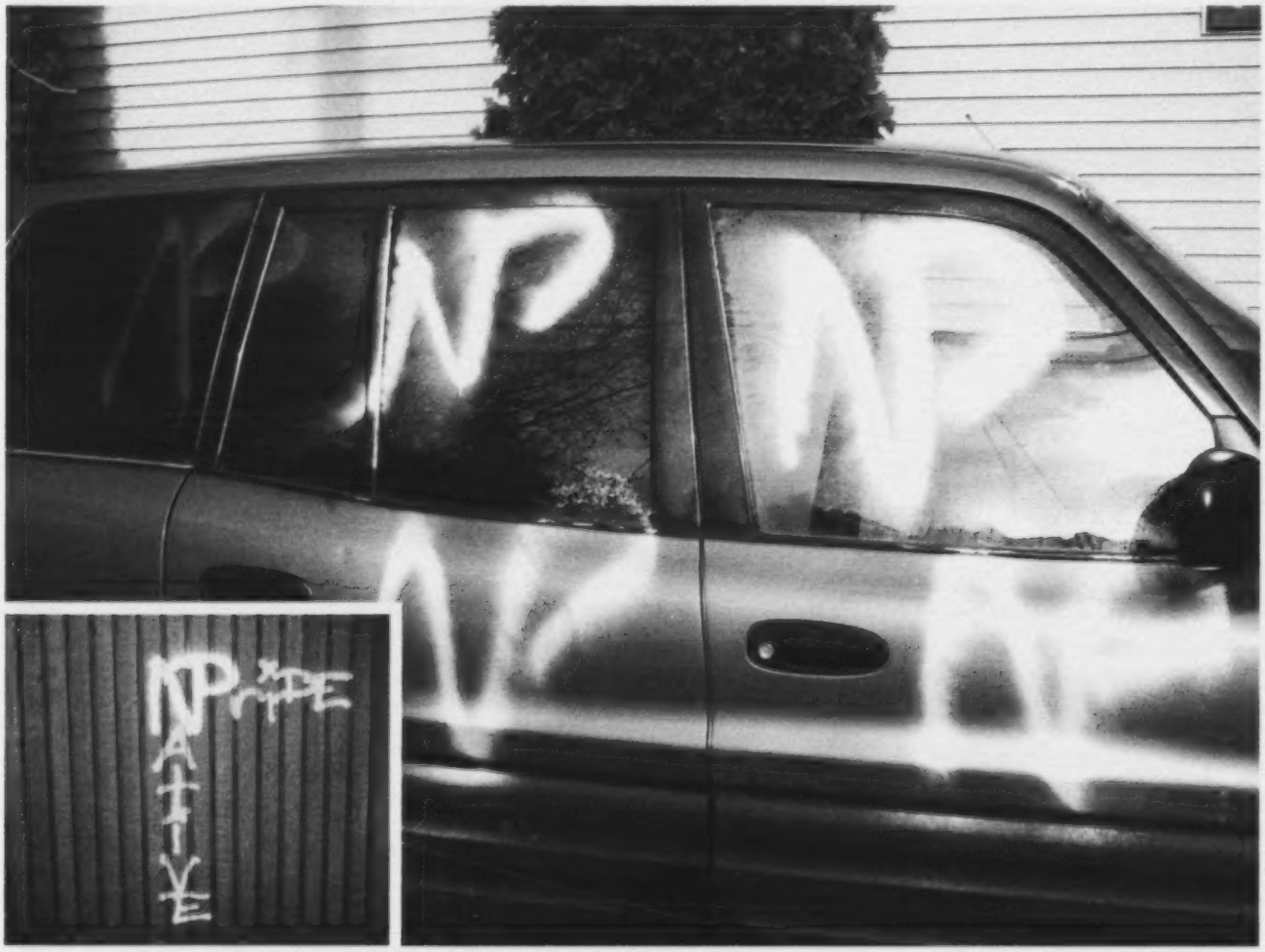
As graffiti damage falls under mischief in the *Criminal Code of Canada*, it's not always properly investigated by Canadian police except in cities and areas that have developed anti-graffiti units or graffiti officers.

The advantage of investigating and charging those responsible is immeasurable. Since enhanced sentencing exists in the *Criminal Code*, having evidence that a gang tag is used by gang members further supports the Crown's ability to increase sentencing for offenders, when necessary.

There's also the extra intelligence that gang graffiti provides. Consider this example: I had been injured on the job and was away from work for three months. Upon my return, I mentioned to the head of the Saskatoon Police Street Crime Unit that the Indian Posse and Crazy Cree street gangs were in decline and that the lead operating gang was the Native Syndicate. He told me I was correct and asked how I knew this because he knew that I'd been away for some time. I told him that's what the gang graffiti was telling me. ■

Det. Sgt. Lee Jones emigrated to Canada from England in 2000 after serving 12 years with the British Army. After joining the Saskatoon Police Service (SPS), Jones developed his expertise in gang graffiti through his nine years working on gang graffiti criminal investigations. In 2006, he established a full-time anti-graffiti unit for SPS and later created an online graffiti investigation course.

One common feature among Canadian aboriginal street gangs is to merge the letters in their gang tag, for instance NP, into one letter. While a gang tag is often written in the abbreviated form, it will occasionally be written out in full, to allow the reader to understand the meaning.



Det. Sgt. Lee Jones

A MATTER OF MISTRUST

CRIMINALS BOND OVER VIOLENT ACTS

By Paolo Campana, Department of Sociology, Nuffield College, University of Oxford, U.K.

Far from being the glamorous place portrayed in some movies, the underworld is actually a difficult place to live — and conduct business. Thieves often steal from each other, mobsters may 'whack' their partners or turn state witnesses, and business partners may renege on their promises.

In addition, criminals can't rely on a number of mechanisms that have been devised and put at the disposal of individuals who operate in the overworld, including legally binding contracts and an effective court system. Information on reputation travels with difficulty and is often unreliable.

A wealth of anecdotal evidence on criminal organizations tells us that individuals populating the underworld are often untrustworthy and selfish. In his memoirs, Joseph Pistone suggests that trust is in scarce supply even among mafia members who have taken an oath of allegiance to a code of honour.

As an FBI special agent, Pistone managed to infiltrate the notorious Bonanno Family for six years under the fictitious name of Donnie Brasco. Also, the Sicilian Mafioso-turned-state-witness Tommaso Buscetta recalls in his memoirs that mafia members are constantly suspicious of their associates; they tend not to believe the others' word and, if something goes wrong, are quick to accuse their fellow conspirators of not keeping to the agreements.

Mafiosi, and criminals more generally, tend to operate in an environment characterized by generalized mistrust. Yet, organized crime groups do exist and illegal activities — some of them as complex as arranging illegal trading operations between Latin America and North America, Europe or Australia — take place daily. How do criminals ensure co-operation and overcome the severe challenges posed by their environment?

In a study recently published in *Rationality & Society*, Federico Varese and I explored the mechanisms that enable criminals to co-operate in settings characterized by the absence of law and (to some extent) trust.

Being threatened with violence goes some way to explain why people don't defect on agreements. However, deploying violence is often costly, particularly in settings with effective law enforcement. Violence can attract attention, hinder a group's activities and create a climate of uncertainty among the associates. Above a certain level, it can make an organization utterly dysfunctional.

TAKING HOSTAGES TO GUARANTEE PROMISES

Criminals can rely on strategies to convince their counterparts that they are indeed committed to a given course of action and are trustworthy. For instance, they may want to reassure a counterpart that they won't cheat, walk away with the loot or report on them after they've committed a crime together.

Here's the problem: How can the counterpart be sure that this isn't just cheap talk? After all, these are commitments made by untrustworthy individuals. To commit oneself to some course of action is a rather easy task. The difficult part is to do it in a way that's credible enough for the counterpart to be willing to enter an agreement.

There are multiple ways of making a given commitment a credible one. In the literature, they go under the name of credible commitment strategies. In our paper we explore one of them: hostage-taking.

Taking hostages to guarantee promises is a practice that has a long history: Ancient Romans were already resorting to it as early as the end of the Second Punic War (202 BC).

Also the British monarchy relies on the same strategy to guarantee the safety of the monarch when they travel to parliament to deliver the annual speech. On that day, a prominent member of parliament is held hostage in Buckingham Palace and "freed" only upon the safe return of the monarch. Albeit now merely ceremonial, this procedure is still followed today.

In a context of low trust and in the absence of third-party enforcers, taking hostages is a way to have people commit to a course of action regarded as desirable. In criminal organizations, two specific devices may serve as hostage-taking strategies: violence and kinship.

While violence is an essential element of criminal groups to punish misbehaviour, it's also used as a way to foster co-operation by holding compromising information on the people who've committed it.

If one has committed violence, he will be less likely to defect if he knows he can be reported to the authorities for a previous act of violence. As a by-product, violence thus serves as a credible commitment among mobsters.

An additional strategy to decrease defection — and thus increase co-operation — is to entrust some key tasks to next-of-kin. Kin may have a stake in the future performance of the organization, and therefore may be more likely to align their interests to those of the group.

But there's also an additional feature that makes next-of-kin rather attractive as potential criminal associates: information about the identity and whereabouts of a relative is usually more cheaply available than information about a stranger. As a consequence, it's easier to inflict a punishment on the relatives of a deviant member if the latter shares blood ties with the boss or other associates.

Indeed, during the so-called Second Mafia War (Sicily, 1982-84), eight of Buscetta's relatives — including two sons and a brother — were murdered, although they had no role in the Mafia. After he defected, more were killed. Next-of-kin are in fact hostages of the criminal organization.

However, contrary to the Ancient Romans and the British monarchy, Mafiosi tend not to hold physical hostages, at least in territories where law enforcement is effective and fairly high. What they hold hostage instead is information, specifically information on the whereabouts of next-of-kin. (In a similar fashion, recruiting locally can also be interpreted as a weaker form of hostage-taking.)

DISSECTING ORGANIZED CRIME

Federico Varese and I were independently given permission to analyze evidence prepared for two cases that came to court in Italy.

The first involved a Neapolitan Camorra group based near Naples with international branches in Scotland and the Netherlands. The second involved a Russian Mafia group that moved from Moscow to Rome in the 1990s.

Both had been under surveillance for some time, unaware that the telephone conversations of key players were being tapped by the police.

For our study, we coded the information contained in the transcripts, tracking which individuals within the criminal organization were in contact with each other and monitoring how often they were in touch with one another.

We also coded the content of the conversations between two Mafia members, identifying four different tasks: group management, research acquisition, protection activities and investments in the economy (both legal and illegal businesses).

The Neapolitan Camorra dataset includes some 1,400 contacts among 51 members; the Russian Mafia dataset includes the 295 contacts exchanged by 22 members.

We also coded information on the background of each member, including whether they shared a blood tie with the boss (in the case of Neapolitan Camorra) or any other member within the group (for the Russian Mafia).

In addition, by having also coded tasks that don't require the use of violence, we were able to test whether actors who shared information on violence were more likely to co-operate on such non-violent tasks.

After coding all the network matrices of interest, we were finally in the position to test whether having shared compromising information about violent acts did indeed increase co-operation and whether, along the same lines, relatives were indeed more likely to co-operate.

The results confirm both intuitions.

Sharing information about violent acts does have an impact on the frequency with which two actors get in contact and co-operate. Most importantly, this extends to activities that don't require the use of violence to be successfully carried out (e.g. acquisition of resources such as clean bank accounts) or for which violence is even detrimental (e.g. money laundering operations in new territories).

The same applies to blood ties. But there's more. Our study also reveals that sharing information about violence creates an even stronger bond between criminals than kinship — including those criminal groups that are kin-based, as is the case for the Neapolitan Camorra.

While kinship still remains a common device to foster co-operation among criminals, criminal groups are more likely to resort to other non-kin based mechanisms when they're available. The saying "blood is thicker than water" doesn't necessarily apply here.

Criminals do face acute trust problems. Law enforcement agencies could exploit this weakness by introducing additional doses of 'unpredictability' into the system: for instance, by randomly seizing some drugs without publicizing it. This will increase distrust among criminals and may lead to the collapse of already fragile co-operation agreements.

Moreover, hostage-taking strategies can be neutralized by decreasing the value of hostages. In the case of compromising information, this can be done by decreasing the value of this information through plea-bargaining provisions. After all, it's the State that makes a piece of information about a given act a compromising one by attaching a penalty to the act committed.

Finally, witness protection programs across the world have been devised with the intent to decrease, among others, the value of next-of-kin as hostages, by relocating them in a secret location under a new identity. ▪

Paolo Campana is Research Fellow at the Extra-legal Governance Institute, Department of Sociology, University of Oxford. The paper "Cooperation in Criminal Organizations: Kinship and Violence as Credible Commitments," co-authored with Federico Varese, recently appeared in the journal Rationality & Society.

GANGS HAVE A LOT TO SHARE

CINCINNATI POLICE FOUND OUT HOW MUCH, USING SOCIAL MEDIA

By Captain Daniel W. Gerard, Cincinnati Police Department, Ohio, and Dr. Murat Ozer, PhD, University of Cincinnati

When the term social media is used, both police and the general public most often think of the abilities to either connect or share content through the Internet-based social networking sites such as Facebook, Twitter, YouTube or Instagram.

Facebook alone has more than 1.3 billion users who post more than 350 million photos and 20 million videos per day to their accounts. YouTube has more than 800 million users who upload 65 hours of video every minute of every day. And Twitter's 645 million users generate one billion tweets every five days. Social media is now an essential communication method in today's society.

Criminals have also adopted this medium and often use it to communicate with each other and brag about their illegal activities. As such, police need to look at the various applications of social media as an open source information platform in which criminal intelligence can be gathered 24 hours a day. Failing to do so means key pieces of an investigative puzzle may be overlooked.

Open source information, when combined with existing police data, can provide a comprehensive picture of offenders and their crime patterns. It can serve to confirm what investigators already suspect or it can point an investigation in a totally different direction.

NORTHSIDE TALIBAND GANG

The Cincinnati Police Department (CPD), along with its academic partners at the University of Cincinnati Institute of Crime Science (ICS), first started to look at the social networks of criminal street gangs or groups in 2008 during the investigation of the Northside Taliband (their spelling) gang.

This move to group-based enforcement was a major strategy shift as prior to that time, the department's investigative and enforcement efforts primarily focused on individual offenders and their criminal activities.

The criminal investigation of the Northside Taliband began in May 2008 and lasted more than six months. The Taliband gang was the largest, most violent and most organized of all the criminal gangs within Cincinnati. Members of the Northside Taliband regularly engaged in firearm assaults, firearms trafficking, armed and unarmed robbery, residential and business burglary, and mid-level narcotics trafficking.

Following the social media presence of Northside Taliband gang members helped the Cincinnati police identify and target the gang's most prolific offenders.

Cincinnati Police Department

Early in the investigation, it became clear that the police needed a way to overcome problems associated with its data management. It needed a way to better manage the large volume of evidence that would be acquired during a criminal investigation of this size.

All police agencies compile vast quantities of raw data and report-based information in the course of their daily business. Often, these information sources aren't linked, which means the information on offenders isn't easily searchable, complete or actionable by officers in the field.

CPD was no different. But instead of going through the cumbersome process of trying to identify a software vendor to help, the department engaged academic partners from ICS to assist in the effort.

In less than two weeks, an ICS Criminal Justice doctoral student developed a new gang database tailored specifically to collect and manage all information associated with the Taliband gang. Cincinnati police officers then documented every known official police contact with Taliband gang members over the past five years, and entered them into this new single database.

For the first time, officers could easily see which Taliband members had been arrested together, field interviewed together and were either the victims of, or suspects in, a crime together.

While the database was being developed, CPD officers, with the help of an ICS Criminal Justice master's student who was well-versed in the various social media sites, began an initial search for information posted by gang members on social media.

A FULLER PICTURE

The results were shocking. From these sites, police found evidence that included a rap song video listing Taliband gang members' names and criminal activities, and more than 1,800 posted photographs of Taliband gang members flashing their gang signs and colors, showing off their gang tattoos and posing with weapons, drugs and each other.

These images were added to the database, and with assistance from community

members, each individual was identified and their relationships with other individuals in the photographs were documented in the new database.

Once the official law enforcement data and the social media data on the Taliband gang were compiled in the database, police had the ability to link gang offenders by their social associations.

A co-offending network of Taliband members became instantly apparent. This allowed the department to better identify, prioritize and target for prosecution the most criminally active Taliband offenders.

The life of a gang member is all about acquiring a strong reputation on the streets among both fellow and rival gang members. So it wasn't surprising that investigators quickly discovered the most active offenders on the street were also the most active in bragging about their criminal activity on social media.

When the investigation was completed, 71 Taliband gang members and their accomplices were arrested. A 95-count criminal indictment with gang specifications was filed against the 13 key Taliband members identified as the most criminally active within the gang.

Eliminating the Taliband gang from the Northside community resulted in an immediate 40 per cent reduction in both violent crime and overall crime in this neighbourhood. No gang member involved shooting offences occurred for more than 90 days. Community residents felt empowered and took proactive steps to secure long-term stability in their newly reclaimed neighbourhood.

Soon, modern businesses opened and new residents renovated existing buildings because they saw opportunity, not crime, in their neighbourhood.

More than five years later, the Northside neighbourhood crime level is still consistent with the initial reduction of the first year and residents have continued to work with CPD to ensure the Taliband gang doesn't reorganize and return to the Northside neighbourhood.

SOCIAL MEDIA VALUE

The CPD learned several valuable lessons from the Northside Taliband gang investigation.

First, criminals have a strong social media presence that needs to be monitored daily by police for intelligence gathering purposes. Prior to the Taliband investigation, CPD didn't monitor social media for any criminal intelligence gathering purposes. The information gathered from social media

Cincinnati Police Department

Northside "Taliband" gang members flash gang signs in one of many images posted on social media.

sites during the investigation proved so valuable that the department now dedicates intelligence analysts to monitor more than 30 social media sites daily for both gang-related and other criminal activities.

Second, the raw information obtained from social media needs to be quickly analyzed in conjunction with existing law enforcement data. This includes identifying patterns or trends and immediately providing the information, in an actionable format, to street officers and detectives.

The dynamics of street gang life are constantly changing. Street gangs are no longer solely neighbourhood based. Gangs are working together more than ever before to identify collaborative sources for illegal drugs, guns and money or to identify high-value robbery targets wherever they may be located. Membership, territories and alliances or feuds with other gangs shift almost daily.

For a gang investigation to be successful, police officers need the most accurate and timely information possible on gang members and their activities.

Third, before starting to use social media postings in any investigative capacity, local prosecutors need to be consulted to ensure any evidence obtained will be admissible in future court proceedings.

Information posted on social media websites changes continuously. New photos, videos and postings are being added and others deleted. Without ongoing prosecutorial guidance as to how to best obtain, preserve and use social media information, important evidence may be lost or a suspect's rights violated.

Finally, police should further explore academic partnerships to maximize their investigative effectiveness. Without support from ICS, the Northside Taliband and numerous other gang investigations wouldn't have been possible.

ICS initially built a customized gang database and taught CPD personnel how to use it. After the offender information was collected, ICS then showed officers how to link gang members using social network analysis.

Social network analysis quickly identified Taliband members who had the most influence over other members in the gang and clearly showed the gang's hierarchy. This enabled CPD to target the entire gang for their various criminal offences, not just a few individuals.

The use of a group-based investigative approach has greatly reduced violent crime throughout the City of Cincinnati and changed CPD's policing strategies. Today, the department continues to use both the original gang database and the analytical techniques ICS developed and trained officers to use.

The use of social media in criminal investigations is an important and often overlooked investigative tool. As technology continues to evolve, criminal use of the various forms of social media will also increase.

Criminal offenders will continue to use social media to both facilitate and brag about their criminal activities. Police agencies need to constantly update their intelligence gathering efforts from social media sites or risk being left behind by the criminal offenders who use them daily. ■

Sgt. Ben Sewell

Graffiti and property damage are a widespread issue in northern Manitoba.

PROACTIVE APPROACH

ADDRESSING CANADA'S ABORIGINAL GANGS

By Sigrid Forberg

When it comes to dealing with the issue of aboriginal gangs, Canadian police require a different approach, plenty of patience and a lot of context.

Especially in Western Canada, the RCMP's anti-gang strategies approach the issue of gangs from more than just a reactive perspective, addressing some of the problems that make gangs appealing in the first place.

IDENTIFYING THE ISSUE

Northern Manitoba has its fair share of violence. Thompson, which is known as the hub of the North, is also recognized as one of Canada's most violent cities.

Sgt. Ben Sewell, the member in charge of the Crime Reduction Enforcement Support Team (CREST), which is based out of Thompson, says along with the prevalence of violence in the area, comes gang activity.

But they're not necessarily traditional criminal organization groups. Compared to what police see in larger cities, the gangs and their activities remain, for the most part, restricted to their local communities.

"Basically, kids hang out together and because of the levels of violence in the North, they end up making gangs," says Sewell. "Sometimes I would suggest that some of these aren't really gangs by definition, but a group working on negative things for their community."

Of course, they're still just as much of a threat to their community's public safety as the more well-known and larger gangs in Manitoba like the Native Syndicate and the Manitoba Warriors.

In addition to the rampant property damage, assaults and general disorder they bring, calling themselves gangs also draws the attention of those extremely organized and dangerous gangs, fostering potentially violent rivalries and competition over perceived territory.

"In the North, we have double the homicides compared to the rest of the province, double the assaults and double the aggravated assaults," says Sewell. "We have way more violence than the rest of the province for a variety of reasons from social issues to the isolation and living conditions in northern Manitoba."

CREST, which serves 22 northern detachments that are, for the most part, remote, small First Nations communities, was created in 2011 to help the RCMP in those detachments begin to be able to address the prolific violence in their communities more proactively.

BUILDING PARTNERSHIPS

Similarly, the RCMP in Alberta has, for a long time, been working on their strategy to address gang activity in their First Nations communities.

Insp. Dennis Fraser, from the Alberta RCMP's Aboriginal Policing section, says the gang issues in western Canada originate from a number of complex issues, which include substance abuse.

"Where there's money, you're going to get drugs, when you get drugs, you're going to get gangs," says Fraser.

He goes on to reference communities like Enoch, which is just outside of Edmonton, and Fort McMurray, a hub of oil production. The physical proximity to the cities and the high-profit industries like oil and gas, paired with the pre-existing social and economic issues of the communities themselves, make them particularly vulnerable to organized crime groups.

The Alberta gang strategy has four main pillars: education and awareness, intelligence-gathering, enforcement and exit strategies. But with limited resources, Fraser recently has tried to narrow their focus to exit strategies.

He explains that not only were the

other three pillars being addressed by other front-line members and operational units within the force, but that when his team did an inventory of the resources for gang members looking to get out, there was an alarming lack of help available to them. That emphasis has meant developing close partnerships with various external agencies.

"We've done up a resource and services guide from around the province for a lot of things that we can't do, like housing," says Fraser. "When a lot of kids want to get out, they've got no place to go, so we looked at what's already existing out there and we try to hook them up."

Two members of his team, Ret. S/Sgt Darrel Bruno and Cst. Clayton Bird, work on developing those partnerships as well as delivering presentations to various groups from members within the RCMP, Correctional Services and the community members themselves across the province.

"With just one or two members, we're pretty limited with what we can do. Where it becomes powerful is when we start mobilizing other police agencies, other government agencies and especially the communities," says Fraser.

They especially look to partner with the people Bruno refers to as movers and shakers in the community.

MANAGING OFFENDERS

Especially at the community level, the biggest stumbling block can be less about what's happening in the community, and more about what's lacking. Sewell says the main reason a person joins a gang is to feel a part of something.

"It makes you feel good, people respect you, you're all working towards a common goal," he adds.

And with the high policing demands of the communities in the North, where detachments might be dealing with a shortage of employees, there's already a strain to meet the demands reactively, let alone proactively.

That's where CREST comes in. An important part of their mandate is centred on offender management. Members of the team are on hand to come help check in on offenders, deemed to be prolific, who are released on recognizance to ensure they're meeting their release conditions. The benefit for those northern communities is huge.

"It's an augmentation of the manpower, but also, they're highly trained in source work and offender management so I like to put them with my young guys so they learn from them," says S/Sgt. Rusty Spragg, the detachment commander in Cross Lake.

Cross Lake is a large First Nations community in northern Manitoba. And while they have issues with drugs (and subsequently gangs), they've recently seen improvements. With help from the CREST members and their own community, many of the big players in town have been arrested and charged, and are now serving jail time.

Another important aspect of CREST's work is mentorship and education. Every year, they hold an intelligence and crime reduction conference in Manitoba North District, where they discuss crime reduction strategies within a northern context. And within the communities, because there are so many younger members stationed in the area, they offer mentorship and support on the job.

"I've seen the drive it puts in my members' eyes," says Spragg. "CREST walks them through the steps and I can see they're invigorated after, thinking, 'I can do this.' And that's what we want, we want to teach them and make them better police officers."

TAKING OWNERSHIP

But sometimes being a better police officer means taking a step back until the community itself is ready not only to accept change, but to help bring it about.

"That's where the education part comes into it," says Bird. "When they take ownership and set their differences aside to help one another, that's when we start to see some good results."

One example is the community of Maskwacis, formerly Hobbema, Alta. Over the last 10 years, their struggle with gang activity has played out fairly publicly in the media. The shooting deaths of several young children were the final breaking point, prompting the community to declare enough was enough.

Once they bought in, that's when change really started to happen. Less than a decade ago, they had between 400 and 500 gang members in the community. In 2013, they've seen that number reduced to 130. And they've been able to achieve such successes thus far because they are diving deeper into the root causes of these problems.

"One of the key issues we're really dealing with here is poverty," says Bruno. "If we eliminated the povery, I believe we'd see a major reduction in a lot of these social issues like gangs."

Bruno goes on to explain that there's an alarming number of people in these communities who are illiterate — especially those currently in Corrections. And with that, comes many problems most people would never think of. For example, if a person can't read or write, they won't be able to get a driver's licence. And if they have no licence, travelling to and from work is almost impossible in some of these communities.

Addressing those problems are the key to making gangs less attractive options for both Canada's aboriginal population, and everyone else as well. But the most important thing Bruno and Bird try to impress on the communities they work with is that results are never going to be immediate.

"The biggest thing that we push is patience, it does take time: it took time to get here and now it's going to take time to get out," says Bird. ■

Cst. David Michaud of CREST assists with a traffic stop in Norway House, Man.

CREST

NEW PLATFORM, SAME OLD ACTIVITIES

STUDY EXPLORES STREET-GANG ACTIVITY ON THE INTERNET

In 2011, as part of a study commissioned by Google Ideas, David Pyrooz of Sam Houston State University in Texas, along with Scott Decker and Richard Moule Jr. of Arizona State University, interviewed 585 current, former and potential gang members about their Internet use. Mallory Procunier spoke with Pyrooz about the results of the study and what it means for law enforcement.

Cincinnati Police Department

Many police agencies now monitor social media sites daily for both gang-related and other criminal activities.

YOUR STUDY SUGGESTS THAT STREET GANGS AREN'T USING THE INTERNET TO RECRUIT MEMBERS OR COMMIT CYBERCRIME. WHY IS THIS?

Gangs recruit people they trust, and the Internet is an inherently untrustworthy environment. It's too difficult for gangs to figure out if signals that people are putting out are reliable or if they're dishonest. On Facebook, you can't tell if it's a law enforcement officer or some wannabe kid from the suburbs who is trying to friend you. The other thing is, why recruit online when there's such a huge pool of kids in your neighbourhood to recruit? They don't need it, nor do they want it.

They're not using it to commit these complex cybercrimes, either. Our general thesis is that how gangs act offline is how they act online. And because gangs are involved in a great deal of violence and extreme forms of criminal behaviour on the street, we thought the Internet would mirror this. This is what we observed. But we also found that gangs aren't really exploiting the Internet for its criminal potential. They aren't committing high-tech cybercrimes and they aren't facilitating connections with other criminal organizations. They're committing crimes that are more aggressive and involve threats and other analogous acts, much like the street. So what they're doing is not very complex, because for the most part, they don't have the technological know-how to do it in the first place.

WHAT ARE THEY USING IT FOR?

The Internet is a big platform to promote reputations. A lot of what gang members do online is brag about women, drugs and fights. An extreme form of branding. It's almost like a very stereotypical hip hop video. YouTube is a huge cottage industry for gang-related activity. Query gangs, and what you're going to find is a lot of bragging, a lot of fights, and a lot of threats. You can get thousands of hits just by searching for gang and some variants. What law enforcement will typically do is try to use that information to either start a new case from scratch or to build on existing cases.

HOW DO THEIR ONLINE ACTIVITIES INFLUENCE WHAT'S CARRIED OUT ON THE STREET?

It's the online-offline connection. What we know is that the Internet is now an extension of social life. Between Facebook, Twitter and other social media accounts, the divide between what occurs online and what occurs offline is increasingly shrinking. What happens online has implications for what takes place on the street, and that's the scary part. The Internet is fast-paced, with a large public audience, and it has very limited formal regulation. All gangs really need now is a smartphone and, after a few clicks, they don't need Hollywood to make movies about them anymore. There's very limited responsibility and ownership, and what that allows gangs to do is put their messages out on the Internet. All it takes is a disrespectful comment about a neighbourhood or gang member's girlfriend to spark an all-out gang war.

WHAT CAN LAW ENFORCEMENT AGENCIES DO TO MONITOR GANG ACTIVITY ONLINE?

Many agencies are doing a great job with it so far, but there's more work to do. Some have task forces devoted strictly to monitoring gang activity online. A lot of specialized gang unit officers try to "friend" people and get positioned within influential networks to find out information.

Another avenue is to target the IP addresses, or you can go to YouTube and download videos. A strong suit of law enforcement is documentation and identification. Getting versed in the culture is critical. When you see key words being used, whether it's in Toronto, New York or Los Angeles, you can identify them. When somebody tweets the word "biscuit," for example, you know they're talking about a gun in New York City. Staying on top of the culture will help forecast new trends in gang behaviour.

WHAT PERCENTAGE OF GANG MEMBERS ARE ON SOCIAL MEDIA?

Our study was conducted in Los Angeles, Cleveland, St. Louis, Phoenix and Fresno with people who are at different stages of criminal justice system involvement. And what we found was about 80 per cent of gang members, current and former, are online, which is consistent with national averages and a little lower than people in their age groups. But this study was conducted in 2011, and things change quickly. When we started our study, 70 per cent were on Facebook, about 40 per cent were on MySpace, and 10 to 15 per cent were on Twitter. I would imagine that the Twitter usage has increased a lot, even in the last two years.

WHAT WAS GOOGLE'S MOTIVATION BEHIND THIS STUDY?

Google commissioned the study because they are interested in extremist behaviour. They have a stake in this given their prominence on the Internet. A lot of these extremist groups no longer resort to their old methods of behaviour, such as distributing leaflets or broadcasting their propaganda on AM radio. They have the Internet now, and they can find their sympathizers and recruits online.

"ALL IT TAKES IS A DISRESPECTFUL COMMENT ABOUT A NEIGHBOURHOOD OR GANG MEMBER'S GIRLFRIEND TO SPARK AN ALL-OUT GANG WAR."

What Google's interested in is not only how these groups use the Internet, but also whether the Internet can promote disengagement from these groups — basically, if and how it can make somebody go from being an active to a former gang member.

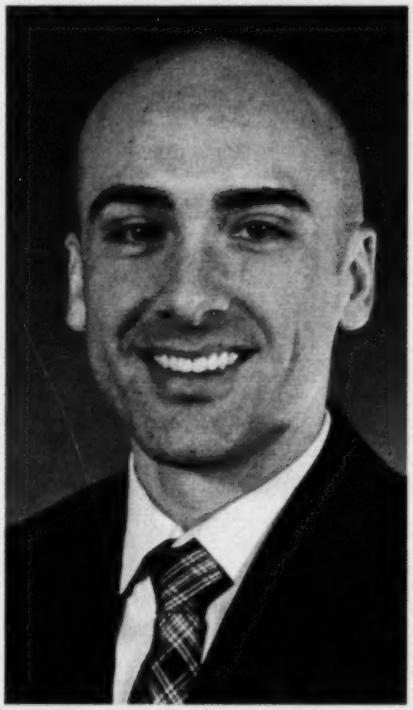
DID YOU FIND ANYTHING IN RELATION TO THAT WITH GANGS?

No. The Internet has a very big influence on gang activity, but we see its influence on the disengagement process to be indirect, at best. People don't stay in gangs that long. For the most part, only a small percentage stays in gangs beyond four years. Most kids are just in and out because a gang, for the most part, only partially satisfies basic needs. The main way people exit gangs is through natural social processes — they get a job, they enter into a romantic relationship, they have a baby.

One of the other things is disillusionment. Violence brings a gang together and helps it become more cohesive, but at the same time, violence has a threshold — when there's too much violence, these guys just want to get out. They're tired of the violence, the police harassment. To the extent that the Internet promotes more violence in gangs, it also indirectly relates to motivations for people leaving gangs.

That being said, much like other aspects of gangs, how gangs use the Internet is sensationalized a lot. It's a new avenue, it's interesting, and so there's a lot of wide interest in how these groups use the Internet. While people are very interested in gangs and violence and these extreme forms of behaviour, most of what gang members do on the street is just hang out. They go to the mall, they go to school, to the movies, to the basketball courts. We see this same sort of pattern taking place online. So it's the less-glamorous story here. They instant message, they're on YouTube, they bank online, buy songs on iTunes and shop online. They do all these things that are age appropriate. But there are some other behaviours that do creep up from time to time, which is the darker side to the Internet use. I think it's important to be balanced about the fact that most of what they do online isn't criminal, just like most of what they do on the street isn't criminal. ■

In a study commissioned by Google Ideas, David Pyrooz studied what types of activities gang members do online.



Courtesy David Pyrooz

NEW-AGE GANGS

GANG PLAYERS ARE FLUID, MOBILE AND CONNECTED

By C.E. Prowse, PhD, Department of Anthropology, University of Calgary and Mount Royal University, Alberta

The definition of criminal street gangs in North America has become particularly blurred, as academics, law enforcement and the media have tended to apply the term "street gang" to loosely structured youth groups and highly organized criminal enterprises alike.

In contrast with the long-standing model of occidental street gangs in North America, "new-age" gangs appear noticeably less structured: there's little to no role differentiation, members are better conceived of as players, they don't tend to adopt common modes of dress, and these gangs have not typically claimed geographic or territorial 'turf.'[1]

In short, new-age gangs exhibit an operating structure distinct from the established patterns of both organized crime groups and geographically anchored, territorial-based occidental gangs.

Comparing definitions drawn from many diverse sources, the term "street gang" has generally been applied to those groups whose identity is shaped by a cluster of characteristics that preferentially emphasize the following:

- age range consisting of young adults and/or adults
- has a name or identifiable leadership or structure
- controls a geographic, economic or criminal enterprise 'turf'
- has a sustained or regular affiliation between those involved
- engages in criminal activity, which may include violence

And while both new-age gangs and those modelled in the long-standing North American model share elements of these characteristics, what differentiates the two gang paradigms is where the emphasis is placed and how enduring the role structure remains.

NEW-AGE GANGS

While new-age gangs share an identifiable leader, the gang itself does not share an enduring membership structure. Rather, new-age gangs are mobilized based on relationship, not through identifiable enduring roles.

For this reason, I have chosen to reference their members as 'players,' a term that implies a configuration analogous to activities such as team sports where individuals are mobilized and see action based on leader-centered decisions and elements of individual skill.

Associated with a new-age gang structural fluidity among its players, is an equally significant geographic mobility that has served to hinder attempts by law enforcement to disrupt and dismantle their criminal activity.

Due to the fluid and mobile organization of new-age gangs, there exists a diminished emphasis on geographic turf and a corresponding increased emphasis on economic and commodity-based turf. This characteristic breaks them free of geographic anchorage and a fixed membership structure.

It's this very characteristic of mobility across jurisdictions that can fuel turf encroachment and bring them into conflict with other street gangs modelled in the paradigm of geographic anchorage.

The fluidity and mobility exhibited by new-age gangs is a feature of organization, not structural continuity. And while it may appear contradictory to describe new-age gang participants as 'players' while also implying a structure, the distinction rests with the observation that gang players are preferentially mobilized from a street gang leader's personal network. That, in and of itself, lends that structural continuity.

Today's new-age gang leaders use networks of personnel that reach transnationally and serve to define both their economic and commodity-based 'turf.'

IMPLICATIONS FOR POLICE

While gangs modelled in the different paradigms of occidental and new-age — or indeed new-age gangs dealing in different commodities — can coexist, that coexistence is tenuous at best. It's generally only a matter of time before one group's money-making ability is compromised and violence erupts.

Depending on the 'fall-out' from these spates, the length of calm that eventually ensues is somewhat determined by how significant the destabilizing 'casualties' were, regardless of whether they occurred through gang violence or police arrest.

What has been observed during periods of inter-gang rivalry is that rival groups or even factions within an affiliated street gang leader's own group often supply information to police to further police investigative efforts.

These types of actions are frequently a prelude to increased violence and may be indicative of players who have evolved to a point where they too possess the ability to form their own leader-centered, new-age gang network. In short, they're in a position to rival for affiliation at the level of organized crime and, by implication, secure a predictable source of income for their following.

Those involved in these types of attempts are well aware that they too may be targeted by those they're looking to overtake, and are equally aware that the last thing a rival gang wants to do is to risk harming an innocent bystander — a consequence that brings unwanted attention from the police, the media, politicians and the public.

For them, the safest places become very public places during peak activity times; locations that present a large number of potential witnesses who may pose a deterrent to those targeting them. In other words, they seek refuge in a public safety net.

However, when inter-gang rivalry escalates to the point where the high-risk targeting attempt is the only attempt, the risk to public safety becomes somewhat inevitable.

When these incidents of plain view shootings occur — particularly within a tight time-frame — this should alert police to the likelihood of an urgent need among the groups involved to resolve a power struggle. The reasons for such imminence are essential to furthering investigative and intelligence efforts.

While gang rivalry and spates of associated violence frequently place the public at risk, these sensationalized events also carry with them the potential to bring unwanted attention at the level of organized crime. In turn, such actions can cause street gang leaders who may have been involved in high risk-to-public-safety offences to be 'cut adrift'

from their organized crime-level affiliation.

A street gang leader no longer able to meet the payroll of his players has few options other than to engage in even higher risk activities that move him out of his former comfort zone. In so doing, he increases the likelihood of being apprehended by police, which provides police with an opportunity to focus intelligence efforts at a higher level within the criminal organizational structure.

In all instances, the street gang leader remains the key individual in the new-age gang network. He is the conduit to the organized crime level, the players are activated and known to him alone, and he determines which players to activate for specific types of criminal activity.

MANAGING THE NEW-AGE GANG MODEL

Using the word "managing" for this discussion recognizes the structural dimension of new-age street gangs, their interface with organized crime, and their potential for transnational connections and mobility.

Anti-gang community-based efforts designed to stem recruitment of at-risk youth have shown some success against gangs modelled in the long-standing North American model of geographic anchorage. Likewise, community-based programs that focus on building community capacity within geographic areas where these gangs are operating have also proven to effectively assist police investigative efforts.

By contrast, new-age gangs in which fluid players move across police jurisdictions have proven more difficult to disrupt. The fluidity of gang players in an increasingly connected world reinforces that new-age gang networks rest with a plurality of relationships across a leader-centered network. This pattern of interaction is drawn from the street gang leader's 'live, work or play' sites and frequently includes "friends of friends."

As such, targeted anti-gang strategies emphasizing asset-based policing within a model of community policing, and predicated on identifying individual player networks within a street gang leader's own social network, hold the promise of success.

The fluidity and mobility associated with new-age gangs makes them a particular challenge to police investigations. While their mobility requires that policing jurisdictions be in closer contact than ever before to share information, a mix-and-match fluidity among players serves to delay investigative collaboration across those jurisdictions.

Police investigations remain reliant — to greater or lesser extents — on a regular pattern of operation (*modus operandi*) and repetition among participants, neither of which is characteristic of the new-age gang configuration.

If a jurisdiction's initial contact with gang activity is with those modelled in the new-age paradigm, then previously established community contacts will greatly enhance attempts at intervention.

At some level, players within a street gang leader's social network will have some connection to the jurisdiction by virtue of their own social network and/or daily activities. Therefore, it's paramount that police establish and sustain community partnerships so that when required, they're already firmly entrenched.

The "code of silence" that police agencies have referred to when stifled in investigations speaks to a fear among community members to come forward with information.

Although beyond the intended scope of this article, effective community outreach benefits both police investigative pursuits and the community at large. Real or perceived, fear of gang reprisals has a negative impact on investigative timeliness.

Those who choose to come forward early in police investigations carry with them the potential to further evidence collection, which in turn, can reduce the reliance placed on witnesses by supplementing witness testimony with physical evidence.

A paradigm shift from occidental gangs characterized by a fixed membership and geographic anchorage, to new-age gangs characterized by player fluidity and an associated geographic mobility, challenges existing community-based policing partnerships to similarly shift from proactive strategic planning to proactive strategic thinking.

Accomplishing this challenge, however, requires enduring partnerships with community stakeholders. To do otherwise assists only the new-age gangs. ●

Dr. Cathy Prowse is a former 25-year police officer with the Calgary Police Service and holds a PhD in anthropology. She currently teaches in the Department of Anthropology at the University of Calgary and Mount Royal University on the topics of social control, crime and justice.

References

[1] C.E. Prowse, *Defining Street Gangs in the 21st Century*, SpringerBriefs in Criminology, 2012.

PICKING UP ON SUBTLE HINTS

HOW TO IDENTIFY AN ARMED PERSON

When an opportunity opened up with the RCMP National Weapons Enforcement Support Team (NWEST), which provides support to police officers on anything and everything to do with firearms investigations, Cst. Chris Young jumped at the chance. Since then, he's assisted with hundreds of files across Newfoundland and Labrador. Deidre Seiden spoke to Young about training police officers in the characteristics of an armed person.

HOW DID YOU BECOME A TRAINER IN THE CHARACTERISTICS OF AN ARMED PERSON?

I've spent the last five years dealing strictly with firearms-related investigations. I received training courses specifically on this topic from other law enforcement partners in Canada and the United States. In my role with NWEST, I'm responsible for delivering presentations on the topic, which I've done for my own agency as well as police agencies from other countries. I always say at the beginning of the characteristics presentations that we actually teach very little new material to the officers. Really what we're doing is reminding them to be aware of many of the characteristics or peculiarities of armed individuals that they are already familiar with as experienced police officers.

WHAT ARE SOME OF THE CHARACTERISTICS OF AN ARMED PERSON?

One of the characteristics I go over in the half-day presentation I give for police officers is the frequent touching of firearms by individuals who are concealing a gun or any other weapon.

Criminals carrying firearms rarely use holsters because they serve as evidence that they are carrying a firearm or that they were. So they have to carry firearms on the parts of their bodies such as in their pocket, waistband or tucked in their belt behind their back. For example, people subconsciously check if their firearm is still there by touching it with their elbow, especially when exiting a vehicle, which is something police officers often do without even realizing it.

Other common traits stem from the subject's clothing. Criminals will often choose what they wear strictly with the sole purpose of better concealing firearms. This can be displayed by excessively baggy clothing or overdressing for the weather.

WHAT SHOULD OFFICERS LOOK FOR WHEN THEY ARRIVE AT A SCENE, SUCH AS A TRAFFIC STOP?

In the context of identifying characteristics of armed individuals with respect to vehicles, one thing to be aware of is the movement of the vehicles occupants. It's impossible for a subject to pull a gun out of his waistband or pocket without causing their shoulders to rise. As well, the shoulder will drop as the subject attempts to place the gun under the seat or in a hidden compartment behind the seat. All of these are things that officers notice before the training, but we try and take it further and ask why the people might be doing this.

DOES IT MATTER IF YOU'RE WRONG?

The primary use of this body of knowledge is to promote officer safety and to remind officers to notice the characteristics and reduce chances of being caught off guard by an individual that may be armed. It isn't a science, so nothing is 100 per cent accurate all the time. These characteristics aren't meant to form the basis of criminal prosecution, but they can be combined with other factors to form part of that probable ground to conduct a search.

HOW DOES IT HELP A POLICE OFFICER?

Ultimately, it could save an officer's life. It's a tool to be used for officer safety first and foremost. If you're going to pick up on these cues, not only will it tell you that perhaps this guy has a firearm so you should be extra careful, but if you do a search of the subject and find the gun, you should be writing in your notes the kinds of characteristics that you noticed in the individual that triggered in your mind that the person was carrying a gun. ■

Most characteristics of an armed person aren't new to police officers, but these often subtle behaviours and movements are worth repeating, says Cst. Chris Young.

ARMED AND DANGEROUS

SMALL GANGS EQUAL BIG PROBLEMS FOR HAITI

By Deidre Seiden

In Port-au-Prince, Haiti, urban street gangs have the potential to threaten the stability of the entire country.

And when it comes to policing these gangs, most of which are small and geographically isolated, it's a complex challenge.

For decades, machete- and gun-wielding gangs were hired by politicians to crush any resistance to their rule allowing gangs to terrorize the country with complete impunity. It's a practice that's still in use today by politicians to enforce their will.

RCMP Cst. Carl Bouchereau spent a year with United Nations Police (UNPOL) in Haiti as an intelligence gatherer with the Joint Mission Analysis Centre (JMAC). This integrated unit of military officers, police and international civilians gathers intelligence and produces actionable intelligence for the mission leadership.

"Gangs are often hired by politicians or political parties to de-stabilize a region," says Bouchereau. "The population then develops a mindset that they don't have security. The government has been there for a few months and nothing has changed, and the violence is even getting worse."

The gangs are embedded in the neighbourhoods of the capital city and respond to gaps in society and gaps in municipal and social services.

They act like the mafia within their community, says Athena Kolbe, a doctoral candidate at the University of Michigan studying gangs and armed groups in Haiti. She says they provide basic social or material needs, like security, but it comes at a high price.

"When they're providing security, they're doing it by extra-judicial justice," says Kolbe. "They're cutting the hands off somebody who steals in their neighbourhood. They're murdering people who commit crimes in their neighbourhood. Their punishments are a lot harsher than what would happen if justice was actually working."

Cst. Carl Bouchereau

United Nations police and military arrest several gang members in an operation in the Solino Internally Displaced Persons' camp in Port-au-Prince, Haiti.

ARMED AND DANGEROUS

As the Chief of Internally Displaced Persons' (IDP) Camps for UNPOL in Port-au-Prince, Québec City police officer, Lt. Éric Coulombe, is all too familiar with the violent acts that gangs commit: extortion, murder, rape, stealing, kidnapping and drug trafficking.

After the earthquake in 2010 displaced a million people, a lot of the gangs that were tied to one neighbourhood started sharing territory.

"They're very difficult to police because the population is very afraid of these criminals and they are hesitant to report them for fear of reprisals," says Coulombe.

He says the best way to dismantle and neutralize the gangs is by setting up a network of informants to infiltrate them, which is the approach JMAC has taken.

"We're mainly on the street talking to material sources, talking to some gang members and other people who give us the information on what's going on in the gangs, who killed who for what reason, who kidnapped who, what's going to manifest in a couple of days and what we should expect from the manifestation," says Lt. Jacques Lamontagne, a Montreal police officer who recently completed a mission in Haiti as a team leader for JMAC.

ROOT CAUSES

The answer isn't as simple as going in and arresting gang members.

"There are some gangs here that are potentially tied to the Haitian National Police (HNP)," says Lamontagne. "Every gang leader is related to someone who can help him out if the police want to catch him. It's a real challenge for the HNP and a real challenge for UNPOL, which tries to help the HNP get rid of the gangs."

But with the help of UNPOL, Haiti has been working hard to build a professional police force.

"There's still a lot of work that needs to be done," says Kolbe. "There's still a lot of corruption. There's still a lack of professionalism. There's a lot of room to grow there, but they've made a lot of progress."

The best approach to addressing the complex gang problem is to meet the root causes of why gangs exist in the first place.

Taking an aggressive approach to fight the gangs and throw them in jail doesn't fill that gap in society that they've been filling. Kolbe says another gang will just spring up to meet the needs.

"You can't get rid of gangs by just confronting them aggressively," says Kolbe. "You have to look at who they are, why they exist, what the social conditions are that created the gangs because gangs in Haiti right now are responding to gaps in society and gaps in municipal and social services." ■

just THE FACTS

DISTRACTED DRIVING

With the rise of cellphone use around the world, the number of motor vehicle collisions caused by distracted driving has also increased. Texting something as simple as "LOL!" can result in the loss of life. As the world reacts to the latest threat on the highways, the following statistics show just how risky distracted driving really is.

Distracted driving is any task that takes the driver away from the primary task of driving, such as texting, talking on a cell phone, eating, tuning the radio, or putting on makeup or shaving.

The three main types of distraction while driving are visual, taking your eyes off the road, manual, which is taking your hands off the wheel and cognitive, taking your mind off driving.

The World Health Organization (WHO) states that by using a cellphone while driving, drivers are about four times more likely to be involved in a car crash than a driver who is not using a phone, and this appears to be the same for hands-free devices because it's the cognitive distraction as opposed to the physical one of holding the phone.

Evidence shows that the distraction caused by using a cellphone impairs driving in a number of ways including longer reaction times, impaired ability to keep in the correct lane, and shorter distance between cars.

Sending or receiving a text takes a driver's eyes off the road for at least five seconds. If the vehicle is travelling at 55 miles per hour [89 kilometres per hour], this equals driving the length of a football field without looking at the road.

When driving, a person is 23 times more likely to crash if they are texting, 2.8 times more at risk of crashing if they are dialing a phone, 1.3 times more at risk of crashing if they are talking or listening to someone, and 1.4 times more at risk of crashing just by reaching for a phone.

According to Transport Canada's National Collision Database for the years 2006–2011, despite education campaigns and police blitzes, the number of fatal collisions where distraction was cited as the cause has risen by 17 per cent in Canada over the most recent five year period, from 302 deaths to 352.

Each year in North America, driver distraction is a factor in about four million motor vehicle collisions.

Passengers can be distractions as well. According to CAA, children are four times more distracting than adults as passengers and infants are eight times more distracting than adults as passengers.

In Nova Scotia, the RCMP reported that in the summer of 2013, distracted driving surpassed impaired driving as the number one cause of deaths. Saskatchewan's public insurance bureau noted the same.

The Insurance Bureau of Canada says that distracted drivers experience the same level of impairment as someone with a blood-alcohol content of .08, which is the level at which it's illegal to operate a vehicle.

The issue of cellphone use in cars has prompted some of the biggest stars to take a stand against it, like Oprah Winfrey with her "No Phone Zone Pledge." More than 420,000 people have taken the pledge to not talk or text while driving.

Seventy countries now have laws that make it illegal to use a handheld phone while driving.

In the United States, it was reported that 11 per cent of all drivers under the age of 20 involved in fatal crashes were distracted at the time of the crash. This age group has the largest proportion of distracted drivers.

The National Highway Traffic Safety Administration reports that at any given moment of the day in the United States, approximately 660,000 drivers are using cellphones or another electronic device while driving.

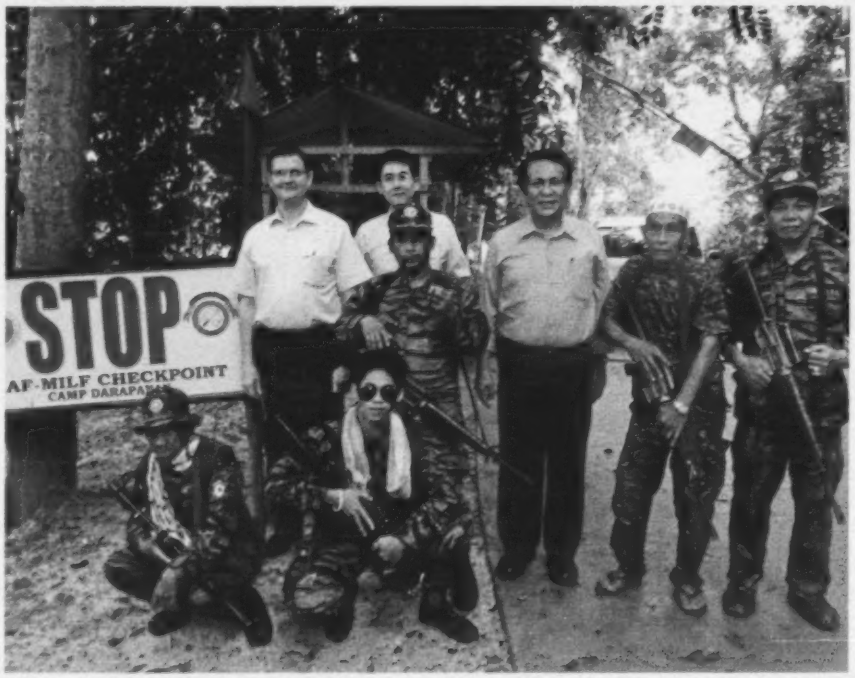
The University of Michigan Transportation Research Institute has found that 25 per cent of teenage drivers respond to at least one text message every time they drive and 20 per cent of teens admit that they have multi-message conversations via text while driving compared with 10 per cent of parents.

—Compiled by Deidre Seiden

THE MISSING PEACE

RCMP OFFICER BRINGS EXPERTISE TO PHILIPPINES

The southern Philippines has long been plagued by conflict between two religious factions. When a tentative peace deal was struck last year, the Department of Foreign Affairs, Trade and Development Canada (DFATD) asked the RCMP's A/Commr. Randy Beck to chair the Independent Commission on Policing (ICP) for the Bangsamoro region. Beck, who has 35 years of service with the RCMP, spoke with Sigrid Forberg about the experience.



Courtesy A/Commr. Randy Beck

A/Commr. Randy Beck (back left), poses with ICP members and Moro Islamic Liberation Front combatants at Camp Darapanan, following a consultation for designing a new policing model in the Philippines.

WHAT INTERESTED YOU ABOUT THIS ASSIGNMENT?

It was that they were looking at designing a new policing model and wanted recommendations for a democratic and economically emerging country. The fact that they were coming out of a conflict period subject to a cease-fire agreement and the policing model would be a cornerstone to providing a peaceful society in the region called the Bangsamoro, that was appealing.

HOW HAS IT BEEN GOING?

The very short timeline that we are working under is very challenging, but I'm very optimistic and certain that we'll be able to deliver the report on time and of the quality that's expected.

Working here in the Philippines has been a challenge as this is my first international deployment. But I believe the people of the Philippines are the most patient people in the world — they've waited so long for this peace. They live that patience out every day; they're now at a point where they desire peace and everybody's working to see that through.

WHAT'S BEEN MOST CHALLENGING FOR YOU?

I think the most challenging part was at the very beginning, coming over here with really no infrastructure and no capacity as a commission. Starting from scratch, starting from the ground up — we didn't have an office, we didn't have support staff, we didn't even have a budget that had been finalized.

Then, Typhoon Yolanda hit, and the disaster was the complete focus of the government of the Philippines and all of the embassies and the people here. Rightfully so, 100 per cent of the focus has to go to the disaster relief and support. But that critically put us behind by four weeks. So the short timeline has forced us to attach a risk management philosophy in our work assessing the highest risk areas that need to be addressed in the short time and identifying some mitigating strategies to reduce the risk of those areas we couldn't address adequately.

ON THE OTHER SIDE, WHAT'S BEEN MOST REWARDING?

I think seeing and hearing that the people of the Bangsamoro understand that policing is the foundation for lasting peace, that they want armed groups to put their arms down. The rewarding part is just working with people and feeling that they are wanting to give peace a chance and that they want policing to be civilian in nature and work with them in a community policing model.

It's so very rewarding to be able to apply my 35 years of experience to the work that we're doing, to the consultations, to the discussions, to the development of a new model for the Philippines. It's so rewarding to apply my experiences from Canada within the context of the challenges here.

HOW DOES CANADA AND THE RCMP BENEFIT FROM GETTING INVOLVED?

I think peace in the Philippines does benefit Canada. I've said many times, you can't police yourself out of a conflict. There's political and economic solutions that have to occur for peace to last. Then policing can establish a safe and secure community. Canada's role in this work will enable the economic development to come to the southern Philippines.

I just read in the paper yesterday that there's been more foreign economic investments in the area of Mindanao in the first month and a half of 2014 than there was in all of 2013. It's just such community optimism and international interest in wanting to invest in the Philippines and it's such an emerging economic nation that Canada's role in providing assistance in developing a policing model for the Bangsamoro will pay dividends in the future, there's no doubt in my mind. ■

RCMP

Some boats were lifted from the storm surge, crushing homes along the shore. The side of one of the ships was used as a plea for assistance.

IN THE WAKE OF HAIYAN

RCMP EXPERTISE SUPPORTS INTERPOL FOLLOWING DISASTER

By Insp. Tony McCulloch, Forensic Science and Identification Services, RCMP

When Typhoon Haiyan ravaged parts of Southeast Asia on Nov. 8, 2013, Canada's response involved several areas of the government. The Department of Foreign Affairs, Trade and Development Canada, National Defence, Citizenship and Immigration, and Health Canada all offered assistance. The RCMP also contributed to the effort by providing its expertise in disaster victim identification to INTERPOL's Incident Response Team.

To better understand the type of assistance that was provided, it's important to appreciate the nature and extent of the damage.

The Philippines was the hardest hit by the super storm. Some reports identified the wind speed of the tropical cyclone as the strongest ever recorded moving over land.

Boats were lifted from the storm surge onto homes along the shore and the typhoon continued to sweep across inhabited areas of the Philippines killing more than 6,000 people. Concrete buildings were devastated, infrastructure was compromised and many other areas were left in ruin.

Ensuring safety and providing assistance to survivors was the priority for the government of the Philippines and for the international support that was arriving. One of the first actions taken was to clear the runway at one of the local airports so that relief efforts in that region could be effectively co-ordinated and implemented.

Search and rescue teams were activated, and medical units offered medical attention to those injured by the storm.

DAUNTING TASK

Another critical part of the recovery was identifying how to best tend to the many victims who died following the typhoon. This daunting task not only assists in identifying the deceased and preserving the health and safety of the affected areas, but strives to manage a difficult process in the most humane way possible and with greatest amount of method and precision.

To address this monumental undertaking, two RCMP officers with Forensic Science and Identification Services (FS&IS) travelled to the Philippines to join five other international experts as part of an INTERPOL Disaster Victim Identification (DVI) Incident Response Team.

Within 10 days of the typhoon, the team arrived on site. After visiting the most seriously affected areas to determine the local level of DVI capacity, the team was tasked with preparing a detailed report. The report was designed to assist the government by providing all the potential ways of identifying the disaster victims as well as the planning that should be considered to undertake it.

The team spent two weeks in the region to get a solid understanding and appreciation of the conditions on the ground while also taking note of established customs and traditions.

They met with various government authorities and departments and talked to residents, relief workers, local authorities and others in communities hit by the typhoon. Team members found their own way around the impacted areas and mobilized their efforts so that they didn't present a burden to other ongoing urgent activities.

DETERMINING LOCAL CAPACITY

During the initial stages of the visit, members of the DVI team spoke with officials to determine what documents, such as dental records, were available, and what filing systems were in place to help with victim identification. Knowing which documents were permanently destroyed by the storm

has an impact on the recommended approach and can alter plans and processes in identifying the deceased.

In addition to building an understanding of the available resources that would help with victim identification, the DVI team closely examined the devastated areas to identify any environmental concerns. The recovery and management of disaster victims is a health issue and it's important to know where to physically manage and dispose of the human remains. The team also needed to consider both the proper storage of unidentified human remains and appropriate sites for mass burials, if necessary.

In the case of the Philippines, there were thousands of victims dispersed over an extensive area. Each disaster victim would need to be examined one at a time to be properly identified. It's a time-consuming process and many factors, including expense, capacity and available expertise, must be considered to assess how quickly the task can be accomplished.

The INTERPOL DVI team takes these practical matters into account, but is also sensitive to ensuring human remains are examined with as much decorum and decency as possible.

The team also surveys conditions to determine whether human remains are appropriately and reasonably secure. There's a responsibility to ensure that looters (or any contaminants) don't compromise human remains and that they're safeguarded to facilitate the best conditions for victim identification.

Another important consideration is the religious and cultural expectations of how human remains are managed and disposed of. Religious rites and ceremonial observances are considered. When planning for victim identification, however, they're not always practical or possible.

In these instances, effective communication structures can help when informing the families and friends of the victims why decisions are made and why certain processes are in place.

PROVIDING AWARENESS

These considerations and others formulate the numerous recommendations and best practices that comprise DVI planning. They're included in DVI reports to not only provide insight into managing immediate victim identification, but also to provide awareness about what local authorities and governments might consider in future planning and in anticipation of emergency situations.

For example, centralizing dental records or having a backup system in place for these types of documents can ensure more accurate and rapid identification of victims in the event of an emergency.

Following a disaster, a country may choose to contact INTERPOL to ask for DVI assistance and expertise. INTERPOL's DVI activities are supported by a steering group and a standing committee on disaster victim identification, both of which are made up of forensic and police experts.

Canada and 12 other countries are part of the steering group that formulates INTERPOL DVI policy and strategic planning. The standing committee comprises a larger membership that meets regularly to discuss improvements to procedures and standards in DVI matters.

DVI EXPERIENCE

Last year, an RCMP member presented to the INTERPOL DVI standing committee on his involvement and experience relating to a DVI mission in Algeria in January 2013 following an attack on a gas plant that killed about 40 foreign workers.

Emergency situations take place in different environments, each with their own unique circumstances. By observing these diverse landscapes and scenarios, those involved can further develop expertise in DVI planning and implementation.

The RCMP participates in INTERPOL's joint DVI assessment teams and shares its experience from various missions. For example, in addition to efforts in Algeria, RCMP DVI experts also responded to the Kenya "Westgate Mall" attack in September 2013 where more than 70 people were killed, including two Canadians.

RCMP DVI members are also engaged in providing support to national disasters, including the Aug. 20, 2011, incident in Resolute Bay, Nunavut, in which a First Air Boeing 737 crashed killing 12 of the 15 people on board.

In natural disaster and emergency situations, the international community is quick to respond and offer support in the form of financial aid, relief supplies, equipment, expertise or other needed services.

The joint assessment by the INTERPOL DVI team following the devastation caused by Typhoon Haiyan in the Philippines helped the local government determine potential methods of identifying the disaster victims in a manner consistent with INTERPOL DVI standards.

The RCMP officers took part in developing a report outlining a series of options to help the Philippine authorities to make informed decisions on how to move forward with the identification and repatriation of the victims of the typhoon.

It's a daunting and detail-oriented task that provides families and friends of disaster victims with some closure and potentially gives the deceased a final voice in the wake of tragedy. ■

The airport at Tacloban was heavily damaged by the typhoon. Local authorities, the military and available support teams cleared the runway to secure a path for relief efforts.

RCMP

A SEDENTARY PROFESSION

POLICE OFFICERS MORE ACTIVE AT HOME THAN AT WORK

By Sandra L. Ramey, PhD, RN, College of Nursing, University of Iowa

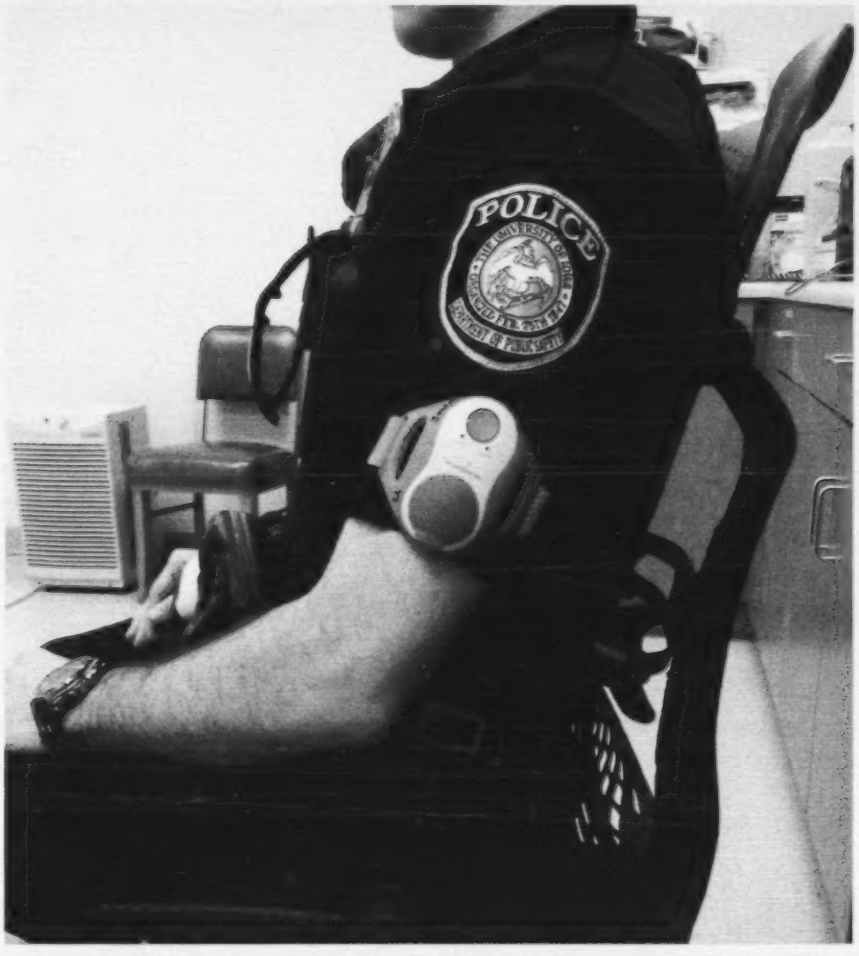
In spring 2014, a study was published in the *Journal of Occupational and Environmental Medicine* (JOEM) examining physical activity in police officers. There have been few efforts to characterize the physical demands of police work beyond self-report and this is the first known study to actually measure the levels of physical activity of police officers.

The study compared the measured physical activity of officers during work hours and off-duty hours, and assessed the effects of stress on physical activity. Because police officers have a higher risk for cardiovascular disease (CVD), a key objective of the study was to consider how the levels in occupational physical activity contribute to the risk.

The study included 119 officers from six departments who wore a pattern recognition monitor for four days to measure total energy expenditure, activity intensity and step count per hour.

The study found that the average level of activity by police officers is equivalent to ironing, holding a baby or washing dishes. The results indicated that participants were more active on their off-duty days than at work.

This study was the first to measure the levels of physical activity of police officers. It revealed that police work is mainly sedentary, with bouts of intense activity.



Kristin Hood

PARTICIPANT INVOLVEMENT

The officers who participated in the study were located in Iowa (four departments), Wisconsin (one department) and the Hawaiian Islands (one department). These departments were chosen for their diversity of geographical and temperate environments as well as job responsibilities. Participation was voluntary.

The officers' physical activity was measured and assessed using the SenseWear Pro3 Armband (SP3; BodyMedia, Pittsburgh, PA) pattern recognition monitor. Worn on the upper arm, the SP3 monitor is lightweight (83 grams), unobtrusive, comfortable and accurate over a range of energy expenditures.

Officers were asked to wear the monitor for 96 consecutive hours, which included three work days and one off-duty day. It was worn continuously, except for bathing and aquatic activities, beneath the uniform or off-duty clothing. Officers also completed a written log to record activities that were more demanding than sitting during each 24-hour period and completed several surveys about general stress.

RESULTS

As described in the JOEM journal article, 74 per cent of the participants were male and 84 per cent were Caucasian. Most participants were in mid-career: they were an average age of 40.1 years and had an average of 15.3 years service.

While 97 per cent of the officers reported being physically active (indicating participation in physical activities or exercises such as running, calisthenics, golf, gardening or walking, during the past month), 79 per cent were overweight or obese.

Overall, the average stress score on the Perceived Stress Scale (a general measure of stress) for participants was 19.4, similar to many other departments.

Typically, participants were more active on their off-duty days than at work. Male officers expended more energy per hour than female officers, both on work and off-duty days. Notably, rank-and-file officers moved more than higher ranking officers at work

but not during off-duty days.

The average level of measured activity intensity was low, suggesting that police work is primarily a sedentary occupation. For example, the average activity intensity recorded while on duty equates to standing while washing dishes, reclining while holding a baby or playing cards, and standing while ironing. In other words, the physical demands of police work are generally comparable to sitting or standing.

These findings are likely not surprising to those in the profession. For years, officers have told us that their work is comprised of periods of sitting or standing with bursts of high-intensity activity.

The results of the study validate our assumption that police work is primarily a sedentary occupation and officers tend to be more active on their off days than during their work hours.

WHY POLICE SHOULD CARE

Police officers have a higher risk for developing CVD than the general population — this has been known for 30 years or more.

Stress not only contributes directly to CVD development but also indirectly by its effects on cholesterol, hypertension and physical activity. Because policing is considered a high-stress profession and because of the increased risk for disease occurrence, officers should take note that physical activity is a modifiable risk that they can control.

Even though police officers consistently self-report higher rates of physical activity than the general public, they still have higher rates of being overweight and obese than the general population.

According to Borrel and colleagues, individuals classified in higher Body Mass Index (BMI) categories may have higher CVD mortality risk when compared to those with normal BMI classification (2014). This suggests that greater weight may result in earlier death from CVD and many other causes for mortality.

Increased weight is associated with diabetes, high cholesterol and hypertension as well as increased risk for CVD and other chronic disease. When officers have more than one of these chronic conditions, the health consequences are compounded.

Efforts should be made to address risk factors, including physical inactivity, before chronic disease manifests. Sometimes diseases such as CVD don't become apparent until retirement. According to our large study conducted in 2008 within the Milwaukee retiree population, retired officers are 70 per cent more likely to develop CVD in retirement than counterparts of similar age in the general population and also have higher prevalence of several risk factors.

Even small changes matter and can be very beneficial. It could be that something as simple as increasing activity may decrease the risk and prevalence of CVD. Studies have shown that even moderate activity on the day off can reduce the risk for CVD and other chronic disease.

OVERCOMING THE RISKS

In the book *Stress, Trauma and Wellbeing in the Legal System*, Ramey and Franke wrote a chapter about the increased risk for CVD among police officers and what might be done to mitigate the risk: "Combining health-risk appraisal with health education reduces the prevalence of risk factors and improves outcomes." The most effective programs were offered for a least one hour, and were repeated several times throughout the year.

"Additionally, the best programs were accompanied by a variety of health promotion activities, including health education and awareness. This methodology could be readily employed in law enforcement, since most departments have mandatory, annual, in-service training sessions. During such sessions, officers could be informed of their health risks and receive evidence-based health education on risk and disease-morbidity awareness.

However, many agencies don't have physical fitness standards for their membership. It is usually commonplace to have some sort of standard for recruits to meet while at the police academy but thereafter fitness requirements are not the norm."

Also surprising is the fact that most agencies don't require officers to have an annual physical exam.

Of course, the effects of job stress may be revealed in the lifestyle choices officers make. Tangigoshi and colleagues propose that for most officers, the psychological, emotional, physical, social and spiritual stressors of their daily work environment may contribute to unhealthy lifestyles and poor living habits.

These habits likely underlie the increased prevalence of conventional CVD risk factors often found in officers. Clearly, programs are needed to maintain well-being and minimize risk factors among police.

In the meantime, if officers are aware that they're more active on their days off than on the job, their levels of physical activity at work are primarily low, and being overweight is a serious risk factor in the profession, some may change their activity levels for the better. ▪

References

Ramey, S., Perkhounkova, Y., Moon, M., Tseng, H., Wilson, A., Hein, M., ... Franke, W. (2014). Physical activity in police beyond self-report. *Journal of Occupational and Environmental Medicine*, 56(3), 338-343.

Franke, W., & Ramey, S. (2013). Stress and cardiovascular disease in law enforcement. In M. K. Miller & B. H. Bornstein (Eds.), *Trauma, stress and wellbeing in the legal system*. New York: Oxford University Press.

Ramey, S., Downing, N., & Knoblauch, A. (2008). Developing strategic interventions to reduce CVD risk in law enforcement officers: The art and science of data triangulation. *American Association of Occupational Health Nurses Journal*, 56(2), 54-62.

Ramey, S., Franke, W., & Downing, N. (2009). Milwaukee Police Department retirees: Cardiovascular disease risk and morbidity among aging law enforcement officers. *American Association of Occupational Health Nurses Journal*, 57(11), 448-453.

Borrel, L. N., & Lalitha, S. (2014). Body mass index categories and mortality risk in US adults: The effect of overweight and obesity on advancing death. *American Journal of Public Health*, 104(3), 512-519.

Tanigoshi, H., Kontos, A. P., & Remley, T. P. (2008). The effectiveness of individual wellness counseling on the wellness of law enforcement officers. *Journal of Counseling & Development*, 86(1), 64-74.

Miller, L. (2008). Stress and resilience in law enforcement training and practice. *International Journal of Emergency Mental Health*, 10(2), 109-124.

Data collected on elder abuse cases by the Ottawa Police Service shows that more than two-thirds of victims were female and nearly all had children.

LATEST RESEARCH IN LAW ENFORCEMENT

The following are excerpts from recent research related to justice and law enforcement and reflect the views and opinions of the authors and not necessarily those of the organizations for which they work. To access the full reports, please visit the website links at the bottom of each summary.

POLICE RESPONSES TO ELDER ABUSE: THE OTTAWA POLICE SERVICE ELDER ABUSE SECTION

By Lisa Ha

In 2009, the Research and Statistics Division of the Department of Justice Canada conducted a study on elder abuse using case files from the Ottawa Police Service (OPS) Elder Abuse Section. This specialized unit, created in 2005, utilizes a collaborative approach to tackling elder abuse.

The study revealed that while the statistics provide valuable information on the nature of elder abuse cases, the complexity of the cases isn't fully captured in this type of analysis.

The OPS has one of the first dedicated elder abuse sections in Canada. Their mandate is two-fold: to investigate allegations of elder abuse where there is a relationship of trust/dependence between the victim and their abuser and to work with front-line services to educate the public about elder abuse.

Having a dedicated elder abuse section allows officers to adopt a specialized approach when dealing with elderly victims. The OPS section prioritizes exploring alternative solutions, which often involves co-ordinating police involvement with appropriate health, social and community service agencies.

The data collected in 2009 showed several trends. Of the 453 files analyzed, the average age of victims was 80, more than two-thirds of victims were female and most victims were widowed. A vast majority (98 per cent) had children.

Data on the relationship between the victim and the accused showed some interesting differences between men and women. Overall, mothers were the most common victims, followed by "no relationship" and "other."

Overall, the most common type of abuse was financial, with men being victimized more often than women. In half of the cases, victims were unaware of the financial abuse.

The section was invited to review the final report of the case files and provide comments. After reading the report, the officers felt that the numbers didn't tell the entire story. While they recognized the importance of hard data, they found that the analysis lacked the many nuances that characterize elder abuse investigations.

Police officers play a pivotal role in the response to elder abuse. Their role is complex, as they act as both investigators and educators. One officer suggested their work is much like social work due to the dynamics between the elderly person and their caregivers or family members.

When the elderly are victimized, police officers are often their first point of contact, and the experiences of the OPS Elder Abuse Section demonstrate the importance of adopting collaborative approaches focusing on support and safety to meet the needs of elderly victims and their families.

Furthermore, the officers in the OPS Elder Abuse Section stressed the importance of continued education and awareness of the signs and symptoms of abuse and the importance of adequate levels of support to ensure that there are resources available to elderly victims.

TO ACCESS THE FULL REPORT, PLEASE VISIT:
WWW.JUSTICE.GC.CA

GEOGRAPHIES OF MISSING PEOPLE

By Olivia Stevenson, Hester Parr, Penny Woolnough and Nick Fyfe

A person in the U.K. is recorded as missing by the police approximately every two minutes and a wealth of agencies — police, charities, health, social workers — are charged with searching for them and supporting those left behind.

However, there is a paucity of U.K.-based qualitative research conducted directly with adults reported as missing about their experiences.

This research study has been designed to explore why adults leave, but more importantly, where they go and what happens while they're missing. The overall intention of the research is to create a new space of enquiry around the missing experience, with direct reference to the people who experience its profound effects.

The Police and Missing People charity formally recognize an adult's right to "be missing" and official definition changes that acknowledge such absence came into effect in 2013. Yet, defining what it is to be missing is recognized as complex and there's no clear consensus within and between agencies and those reported as missing.

Interviewees are almost exclusively white, over the age of 18 and approximately split evenly between male and female.

A high proportion of interviewees reported mental health issues (both diagnosed and undiagnosed) and 33 per cent attempted suicide while reported as missing.

The drivers leading to adults being reported as missing are multifaceted and include historic and current traumatic experiences, strong emotions, feeling trapped or powerless, stress and depression.

Emotions at the start of the journey were for the most part positive, yet as journeys continue, feelings of isolation, guilt, shame and embarrassment develop and these continued to circulate after the missing person returned or reconnection had been made.

People report making contact with friends and employers while they are still missing, and these key figures don't always report this contact.

Fearfulness and lack of understanding of police procedure and response in missing persons cases acted as a barrier to accessing police help.

Ninety-three per cent of adults reported police intervention when on a missing journey compared to 41 per cent on return. Police intervention varied from a conversation on a mobile phone, to visiting adults in their homes for a safe and well check, to returning adults to hospital wards.

Adults reported the need to talk to police about their experience but the opportunity didn't occur.

Feelings of shock, panic, embarrassment and confusion arise when adults realize they are labelled as a "missing person" by police, a label with which they do not identify.

Police handling of the return is critical to feelings of guilt and shame in the missing person, and may be important for continuing mental health or repeat missing events and future police contact.

TO ACCESS THE FULL REPORT, PLEASE VISIT:
WWW.SIPR.AC.UK

HUMAN TRAFFICKING AND SLAVERY OFFENDERS IN AUSTRALIA

By Frances Simmons, Brynn O'Brien, Fiona David and Laura Beacroft

This paper presents the first analysis of convicted human trafficking offenders in Australia. It provides an overview of the limited international literature on offenders in trafficking in persons, slavery and slavery-like crimes before analyzing the characteristics of convicted offences in Australian cases.

There are five key findings that emerge from the analysis of convicted offenders in the Australian context. These findings reflect the first analysis of a small number of cases and should therefore be treated with caution.

First, in Australia, offenders have typically exploited their victims through subtle methods of control rather than through the overt use of force or explicit threats of violence.

Secondly, offenders and victims were often the same gender and share similar background and experiences. The majority of convicted offenders in Australia have been women. Of the nine trafficking schemes that have been successfully prosecuted, eight involved female offenders (albeit in some cases with male co-offenders).

Gender is not the only characteristic Australian female offenders shared with their victims. Offenders and victims often had similar cultural, language, socioeconomic and migration background and work histories.

Third, the reported cases in Australia don't match common assumptions about high-end organized crime. This is supported by the inaugural report from the Anti-People Trafficking Interdepartmental Committee, which found that groups identified as having trafficked people into Australia have been relatively small, with many using family or business contacts to "facilitate recruitment, movement and visa fraud."

Fourth, all the offenders were motivated by profit. Part of the motivation for non-physical control of victims is that is reduces the risk of escape and this can enhance profits. While the United Nations Office on Drugs and Crime concluded that human trafficking crimes are not as profitable as other crimes (such as identity crime), the offenders in the Australian cases found the schemes profitable enough to motivate them.

Finally, the trafficking process often involves other criminal activity such as immigration fraud and money laundering. While human trafficking and slavery crimes in Australia did not occur in overtly illicit markets, it appears that other crimes (particularly immigration fraud), were involved in the commission of trafficking schemes.

The precarious immigration status of most of the victims meant that the threat (actual or implied) of deportation created an environment in which victims were often afraid to seek help from Australian authorities, including police.

In this context, it's important to ensure that anti-trafficking measures reflect the principle that victims shouldn't be punished for offences that occurred as a result of their status as trafficking victims. ■

TO ACCESS THE FULL REPORT, PLEASE VISIT:
WWW.AIC.GOV.AU

THE POWER OF WORDS

BOLIVIAN RADIO DRAMA SPOTLIGHTS HUMAN TRAFFICKING

By Mallory Procunier

Bolivia is a known source country of human trafficking and forced labour. So when the United Nations Office on Drugs and Organized Crime (UNODC) and the United States (U.S.) Embassy in La Paz wanted to communicate with the Bolivian public about it, they decided to use the country's most powerful medium — the radio.

Together with PCI Media Impact, UNODC and the U.S. Embassy created *La Caldera*, a 21-episode radio drama that aims to teach listeners about the most common ways people are trafficked in Bolivia by using real-life examples. It's designed for low-income youth, since they are considered to be most at risk.

"We went into the field and we actually met with people who are dealing with these cases and with NGOs that have been working to assist and protect the victims, so it's something really tailor-made to the Bolivian reality," says Antonino de Leo, from the Bolivia office of the UNODC.

REAL STORIES

The drama is set in La Caldera, a small border town in Bolivia, and each episode focuses on several adolescents who are experiencing different types of human trafficking. Canela is an intelligent girl who, after being abandoned by her parents, becomes trapped in sexual slavery. Simon, a 10-year-old boy, moves to the city to live with his godmother and is forced into domestic labour.

Radio hosts at approximately 155 community stations across the country play the episodes on air. Afterwards, they follow a prepared discussion guide and ask listeners questions, have conversations with experts, and list actions that victims can personally take to protect themselves and their families.

"The second chapter, for example, is about labour exploitation and there is a proposal from us for radio hosts to talk about migration, its effects and also its negative consequences and risks," de Leo says.

The program launched last year, and de Leo says even two weeks after the launch, he was getting feedback from radio hosts.

"There were people calling in and identifying cases of labour exploitation or forced servitude, and even saying, 'How can I know that my mother is not being exploited in Argentina or Spain?' " de Leo says.

RELATING TO THE CHARACTERS

PCI Media Impact, the not-for-profit organization that designed the program and its materials, was asked to get involved because of its track record of producing serial dramas that actually change behaviour.

"If you fall in love with a character on *Modern Family* or *Downton Abbey*, through parasocial modelling, you will viscerally connect to that character's behaviour as an action," says Sean Southey, the executive director of PCI Media Impact. "That's an incredibly effective way to shift knowledge, to change attitudes and to shift practices on the ground."

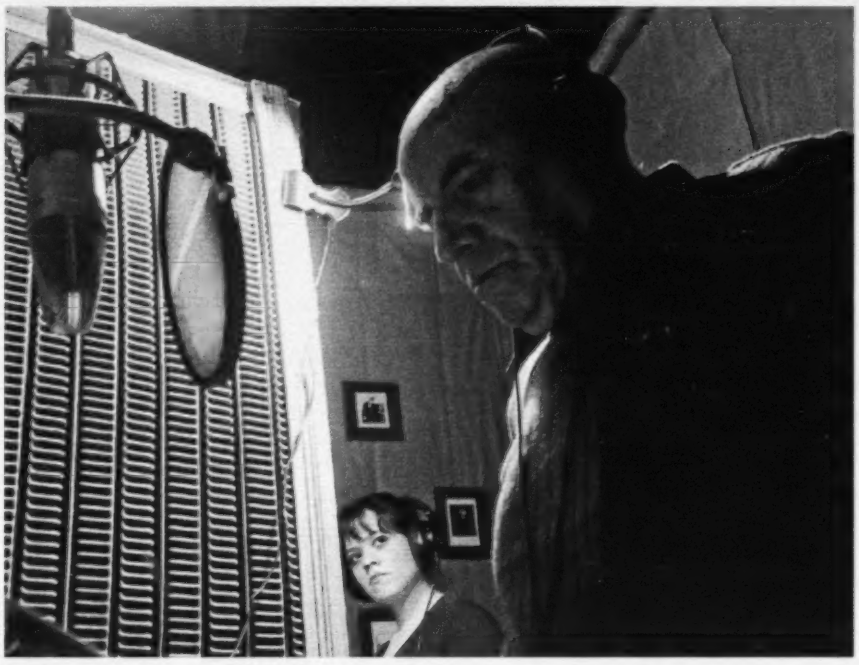
There are many core messages in each episode, but one Southey is really trying to promote is to get communities engaged to report strange behaviours that could be human trafficking.

Patricia Viscarra, a legal advisor with the U.S. Embassy in La Paz, says her department got involved because her former director saw first-hand just how bad human trafficking was in Bolivia. Her department also publishes the U.S. Department of State Trafficking in Persons Report each year, and the 2013 report stressed the need for prevention.

Since *La Caldera* has been airing on radio stations across the country, Viscarra has heard incredible stories about the change it has created.

"In one community, a little girl wanted to run away from home because she had really bad grades," says Viscarra. "She started talking with her classmates and they said, 'Didn't you hear on *La Caldera* what happens to the young lady who wanted to run away and she became a victim of trafficking?' That was something that helped us realize how important radios are in little towns and how much impact and prevention you can do in these kinds of areas." ▪

Famous actors from Bolivia voiced the characters of *La Caldera*.



La Caldera